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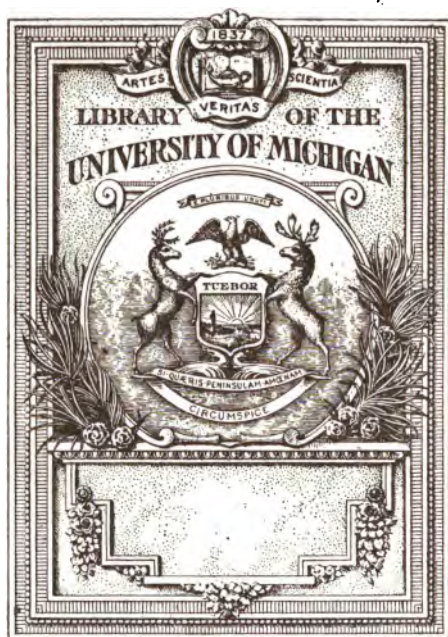
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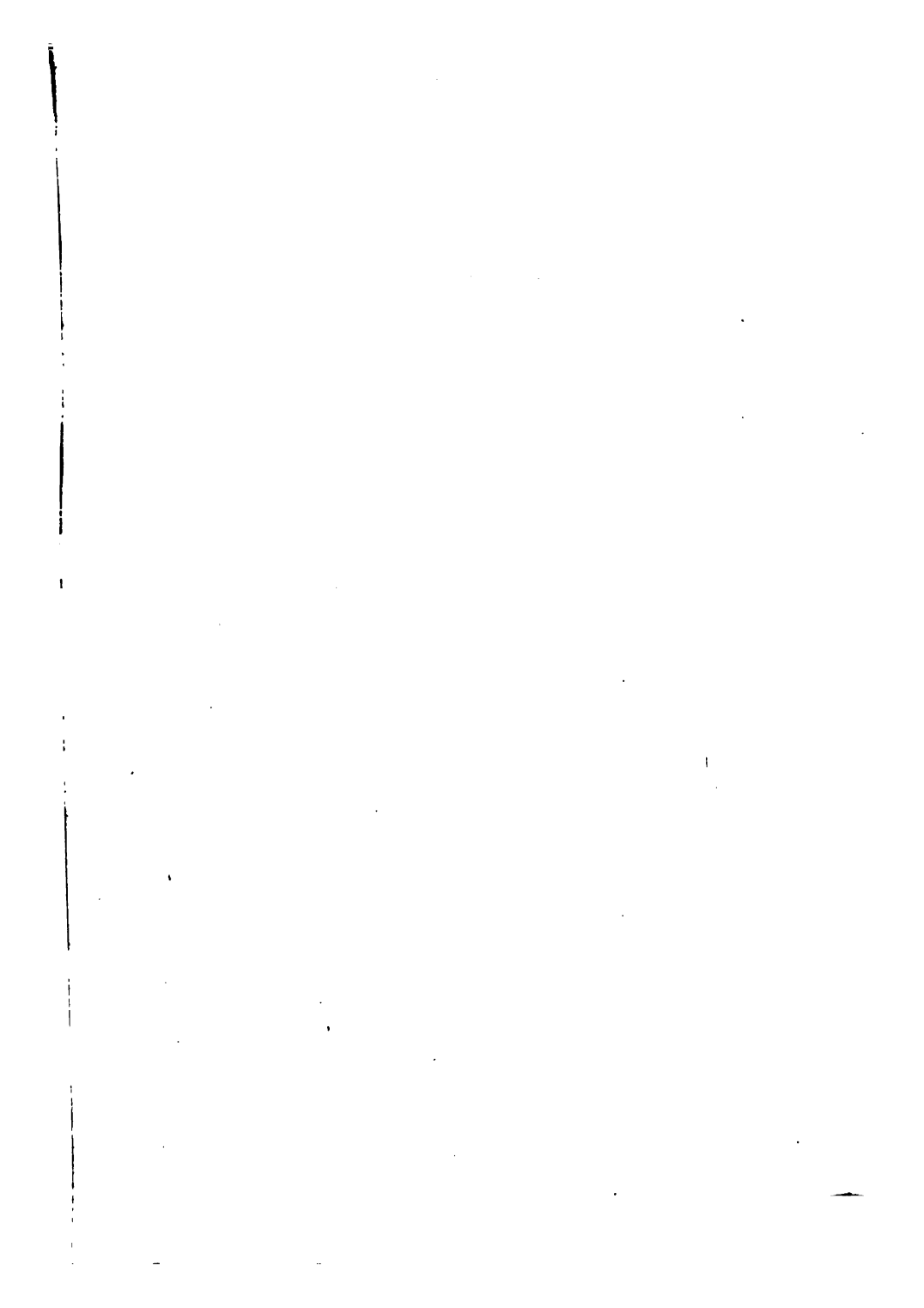
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COMMUNITY LEADERSHIP

The New Profession

By LUCIUS E. ^{Edward} WILSON

Vice-President of the American City Bureau



The American City Bureau
New York

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FOREWORD

DURING the great conflict the American people were told that food would win the war; that ships would win the war; and that guns and coal and airplanes and other things would win the war. Now that the fighting is over, it has become evident that, essential as were these material things, it was leadership and ideals and organization and morale that really won the war. It was the spiritual, working through the material, that gave us the victory.

Having attained a dominant influence in shaping the world's destiny, the American people are entering upon the most thrilling period in their history. To the leaders of community thought and action have come inspiring opportunities and profound responsibilities. The strength of the Nation is the composite strength of its thousands of urban and rural communities. And, as in the case of the Nation, the real strength of each community is measured not so much by the abundance of its natural resources nor by its position on the map, as by its leadership and ideals and organization and morale. Of these four factors, the quality of the last three is determined in no small degree by the character of the first. To

community leadership, therefore, must we look for much of the motive power which shall guide America and the world into a new era of peace and progress and human happiness.

Leadership in community life is official and unofficial; it functions through governmental units and through citizens' organizations. It is to unofficial leadership that Lucius E. Wilson has given the title of *The New Profession*. Himself a pioneer in the modernizing of this profession in two important cities, and for the last six years an organizer of similar movements in scores of other communities, he speaks with authority both as a thinker and doer. The success of his book will be measured not by the number of copies sold, but by its effect in inspiring men of ability to enlist for Community Leadership, and in helping to greater efficiency those already enrolled in the New Profession.

HAROLD S. BUTTENHEIM.

Editorial Offices,
THE AMERICAN CITY,
New York, March, 1919.

COMMUNITY LEADERSHIP
The New Profession

COMMUNITY LEADERSHIP

The New Profession

CHAPTER I

THE EXTENT OF THE NEW PROFESSION

THERE are more than three thousand towns and cities in America that have chambers of commerce or organizations resembling chambers of commerce. There are forty large cities, possibly more, with city clubs or civic clubs that are doing the work which should be a part of the program of the chamber of commerce. There is a rapid increase in the number of communities that are endeavoring to advance themselves by such organized effort, and the fine public spirit that is arising from co-operative citizenship is shaping the Nation's ideals.

The salaried executive of a chamber of commerce is usually called "secretary," although his duties are far different from secretarial functions in the ordinary acceptance of the term. He is the real managing officer of his organization and can make or break it. Of course there is a board of directors and a president, as in regularly organized bodies, but volunteer officers and directors cannot be expected to handle the actual administrative work that has to do with from three hundred to five thousand members that may be functioning through dozens of committees. Some other title must be found sometime that is more descriptive than "secretary," but the wide variety of tasks and responsibilities that fall to the chamber of commerce secretary makes the choice of a descriptive name difficult. The man in question must be the vitalizing factor in a sluggish organization and the balance-wheel in a radical one. He must be optimistic without being visionary; a leader rather than a driver; and he must have a working knowledge of many things—how to raise a half-

million dollars for a war chest, how to rouse fifty thousand voters to bond the city for new schools, how to lead business men into fields of social welfare, how to prevent human pests from talking good projects to death, how to write a newspaper story, make a speech, study much, work prodigiously and live gladly. For all this the chamber of commerce secretary is paid tremendously in satisfaction and fairly well in money. The salaries range from as low as \$1,500 a year to \$12,000. The greatest number of secretaries are in the \$2,400 to \$3,600 class. These incomes compare favorably with the earnings of other professional classes such as physicians, dentists and attorneys, and the trend of secretarial salaries is steadily upwards. The responsibility resting on the commercial secretary who administers the affairs and the income of a community organization is far greater than the load carried by a professional man in private life and, because the secretarial field is broadening, the caliber of men must become larger and the salaries will have to attract such men.

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The public character of the work brings men, in secretaryships, prominently before the largest corporate and business interests and the ranks of the profession are constantly drained of some of its ablest members who are induced to leave public work by flattering offers from private employers needing talent of the first class. This has injured the new profession, as a profession. Men who had learned the art of managing public opinion have left for private vocations without bequeathing their experience in teachable form, and the loss of such knowledge is not easily repaired. From the standpoint of the beginner, however, the large number of secretarial vacancies arising from the above cause and others is a strong attraction. There is not only "room at the top," there is also room at the bottom and in the middle of the ladder.

What can a man who has been attracted by the title of "commercial secretary" learn about the general character of the new profession before entering upon it? What are the essentials of success? Are chambers of commerce as commercial as their names

imply? What are they aiming at? Has the experience of the best commercial organizations crystallized into a fundamental philosophy of community action? An answer—even a partial one—to these questions will do away with much blind groping and many disappointments.

To go into the history of a few of the very old boards of trade and trace their lives minutely would entirely fail of the purpose, because their numbers are too small to be typical of the average modern American city. The Chamber of Commerce of New York boasts of a corporate life since 1770, but its experience and policies would be a poor guidance for Oklahoma City. The hundreds of American cities built since 1770 felt the acute need of a promotive rather than a directing force, and chambers of commerce tried to supply it. All sorts of blind alleys have been explored in these promotive endeavors and all sorts of false gods have been worshiped for a brief time. Yet much that is strong, true and lasting has come of it, and the mistakes have left their modicum of truth by implication. At any

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rate the sharp line of demarkation between the modern chamber of commerce and its predecessors is the entry of this community promotion spirit. The mental steps by which men arrived at the desire for the modern civic-commercial associations in their cities are peculiarly natural and human.

Suppose you were a merchant in a self-satisfied and sleepy city where the other retailers were jealous and their stores slovenly; the surrounding agricultural region pursuing a slipshod existence with bad roads, poor schools, few churches, and as little fertilization of the community mind as of the neglected soil; the city government comfortably incompetent and the citizenship drowsily indifferent to advances and improvements which every decade works into the fabric of modern life; what would you do? If your all was invested in such a city, might not days come when you would wish for the advantage of a "live town"? And, pray, what is a live town?

If you were a manufacturer and found the market for your product in California or Maine growing so that the future of your

industry called for a steadily increasing number of employees in office, factory, or on the road, is it not likely that you would yearn for a town with a school system that provided vocational training; a town with plenty of moderate-priced houses to rent; healthy recreation and an atmosphere that was attractive to the best workmen; and a community willingness to realize that industrial progress is a matter of team work? But where do these advantages come from? If you alone try to provide them you will find the job too big for profit or pleasure. Some day you will ask, "Where is the root of this intangible something that my city needs?"

If you are an attorney or a physician or a dentist, you will find that all your individual efforts, no matter how clever, cannot disentangle you from the limitations of the "dead town" where you live. Yet you cannot remove to another city without sacrificing that priceless public confidence built up by all your preceding effort. Each passing year makes your own personal problem increasingly difficult, because an active pro-

professional career may not be stretched indefinitely. Your family and its future are "invested" in the town. The one way most advantageously to extricate one's self from a dead town is to join with other men and "liven" it up.

How can it be done? That is the question which chambers of commerce are trying to answer in three thousand places. The little city of Olean, N. Y., has been spending about \$14,000 a year since 1913 in its effort; Lockport, N. Y., spends more, while cities like Detroit are not afraid to devote a hundred thousand dollars annually to the same purpose. Eight or ten millions of dollars are spent each year by American cities through their chambers of commerce for community advancement. A national federation of the local organizations was brought about in 1912 by the creation of the Chamber of Commerce of the United States, but it was necessary, later, to provide also for individual memberships in the same national body. Its work is done by committees that usually submit important matters to the constituent members by

referendums. The organization is still in the formative period of existence and is serving as a central clearing-house for a generation's accumulated issues affecting business. The national Chamber is an institution by itself, however, and is not to be confused with local chambers scattered over the continent.

In 1909 the secretaries of a few chambers of commerce met together in a convention to talk over mutual problems and opportunities, and out of that gathering has grown a national association which has been of the greatest value to the new profession. The conventions of the National Association of Commercial Organization Secretaries are now annual meetings and the reports of the discussions at these meetings have been gathering form and substance with the passage of the years. The ideas and the ideals of chambers of commerce are finding expression in a way that would have been impossible otherwise.

From all these sources—the business or professional man in private life and the national associations of commercial bodies

or chamber of commerce secretaries—there is coming a steadily increasing mass of thinking and trying and devising for the public good. Much of the thinking and planning of today will be obsolete tomorrow, but it is laying the granite pedestal for the golden statue. Money and time have been wasted; bright hopes disappointed; ambitious community schemes blasted; but clear-minded men are coming to a fundamental philosophy of community action that will steer cities free from blundering in their future civic-commercial endeavors and lead to achievements worthy of Americans in 1930.

CHAPTER II

WHAT THE NEW PROFESSION MEANS

IDEALISTS and materialists always differ. Becoming commercial secretaries did not alter the mental processes of men—although there are some sorry cases on record where it were better had a revolution occurred. Commercial secretaries and civic-commercial organizations have suffered more from utter failure to perceive the basic difference between a philosophy of crass materialism and of genuine idealism, between unsound selfishness and the gospel of service, than from the actual use of the wrong belief. They have been damned with an unearned reputation for reactionism not because they were reactionary, but because they had no clear explanation of their policy. Any group of Americans of average intelligence may be relied upon to respond splen-

didly to the call of public duty whether they are named a chamber of commerce or not, *if the call is clearly made*. When chambers of commerce have failed to measure up to high standards it is because the organizations lacked a general philosophy—a guiding religion of their work. The United States could not have existed without the clear statement of the aims and means of national life that we call the Constitution. Even the commonplace man could lay hold of the great fact that “In Union there is Strength.” But chambers of commerce did not have a basic understanding of their own aims, to say nothing of the means that might be employed in achieving their ends.

Just as a man’s character is the aggregate of his thinking, so is the character, policy and spirit of a chamber of commerce the sum total of the team-thinking of its members. But with one man—with an individual—the thinking of today is the forerunner of tomorrow’s thoughts, while with an organization of many men there is no such continuity. The election of a new set of officers may completely obliterate all the



organization policies that have been evolving for years, unless there is somewhere a record of whatever fundamental truth existed in former policies and that truth is kept before the public mind. A corporation is not "soulless," as is popularly supposed; it merely changes its soul so easily that the friends of the old soul find it absent upon second call. Government—national, state and local—would have been just as soulless as the private corporation if the soul had not been tied to the body by the thongs of Law. The Reign of Law came into the world because mankind could not tolerate the daily loss of yesterday's hard-won truth.

If voluntary associations of men—chambers of commerce or what not—are to continue for many years, there must be established a "habit of thought" which, put into clear language, will guide each changed administration along a pathway of steady advance. It is the only way to avoid anarchy.

While the aggressive, promotional organizations of the Middle West were groping

fiercely for material prosperity, they furnished enough confusion of thought to serve as the warning example for all time. Their virile determination "to do something" led them into all sorts of blind alleys and disappointments. But in the midst of the moiling there were certain economic and sociological truths becoming clear, and it is these truths with which the present-day chamber of commerce may guide itself to success.

For all practical purposes the reader may concentrate his entire attention upon the promotional civic-commercial organization. The very few elderly and sedate commercial bodies of Eastern cities that reverently bend in obeisance before a charter "more than a hundred years old, sir" and consider their function to be that of a body-servant to frock-coated Business, have no message for the alert citizen of today who realizes that all progress is a spiritual problem at bottom. The old Board of Trade, that thought its duty discharged by collecting a few statistics and holding a dress-suit annual banquet, has eliminated itself.

The fundamentals of community progress are finding a rapid acceptance whenever and wherever they are put squarely and courageously before a city. But what is "community progress"? Is it garnering the nimble dollar? Or is it good government, clean minds and hearts, the spirit of service, the alleviation of poverty, the end of unemployment, the increase of coöperation, the avoidance of human waste, the teaching of efficiency? Or is it all these things, plus the capture of the dollar, and yet more?

All the elements of community advance are of one piece. That idea lies at the bottom of all sound thinking about the future of cities. If all the thinking and all the acting of a city could be heaped up into two great piles; so the industrial products, the stores of merchandise, the newspapers and public buildings and streets and schools and houses and play-spots were in one mountainous heap; and the thinking of the people made visible by some magic and raised into another peak; the onlookers would very quickly perceive that the thinking had not only formed everything in the other heap,

but that thinking had absolutely determined what should be *in* the heap. For instance, it would be impossible to conceive of the thought-mountain of the Hausa negroes being set beside the action-mountain of the state of Indiana.

Clean-cut idealism is the guiding spirit of the best commercial organizations on the American continent, and its effect on public thought is shown in a sounder conception of the meaning of Wealth, Value and other phrases employed by students of economics.

What is Wealth? It used to be the popular notion that wealth was money, but, thank God, the War has disposed of that repulsive error. The reader of this book need not be told that the production of wealth is not so simple that revolutionary banditti in Mexico may issue it on the printing-press by millions or Bolshevik "statesmen" in Russia turn out milliards of roubles overnight. What is it? To the classic economist wealth is more than paper money; it is even more than real money; it is any *material* thing possessing value. But the economist of the future will give

the term an even broader meaning and will include in the definition those intangible *spiritual* values which, laying hold of the material, are the real factors in human progress.

Every man who passes your window is seeking wealth—if he could but know what it is in its best sense he would be more likely to find it. From the close of the Civil War to the era of Theodore Roosevelt, money-getting almost obscured wealth-getting. Wealth-*creating*, which is a step higher than wealth-getting, was missing almost as completely as is the fourth dimension from the minds of many captains of industry and leaders of labor.

To cap the climax, some of our American universities were indoctrinating their students with the grossly materialistic philosophy of modern and militaristic Germany. Consciously or unconsciously, Emerson was becoming less than Nietzsche; Plato less than Hugo Münsterberg. The science of economics, no longer an inquiry into the means that make for the welfare of the individual and the state, became a matter of

arithmetic; German professors assured us that human motives and the moving force they exert upon men must be reduced to absolute figures like steam-power. The inherent coarseness of the Junker mind left no ability to see the difference between physical and spiritual forces. Anything that could not be added, multiplied, subtracted or divided by the rules of mathematics did not exist in the Prussianized mind. A day's work by a factory operative became to these economists a fixed quantity like a yard of cloth or a pound of sugar. One day's work and one more day's work was two days' work—no more, no less—although a machinist who was paid seventy cents per hour in a certain American factory turned out his product at lower unit cost than other workmen at thirty cents per hour. The to-be-expected result of this reversion to a philosophy of materialism is apparent in the books that are written by men who are claiming public confidence as economists. Judge this extract from a new book:

“Cities live by their business life with the outside world and on this foundation build whatever

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superstructures of religion, culture and morals their inclinations and their means allow."

Oh, Shades of the Puritan Fathers, who waited until they had achieved business prosperity and success, and then built "whatever superstructure of religion, culture, and morals their inclination and their means" allowed! And the ancient martyrs of the Christian Church who followed in the steps of Paul and Timothy to (so our modernists would have us believe) business success first and spiritual development afterward! In the land of Washington and Lincoln, we know better. In a nation that was willing to spend its "last dollar and its last man" in a World War without the slightest expectation of territorial gain or material aggrandizement, we know better.

The World War has served one magnificent purpose in breaking the intellectual serfdom that bound us to German materialism. We were so blinded by German efficiency that we did not stop to inquire whether Germany had traded her soul for a surface efficiency that was really amazing inefficiency at bottom. For shall we call a

nation efficient that maintains vast swarms of spies to supply the home government with assurances that America "would not enter the War if the U-boats did their worst"? Or that thought England would regard the treaty of Belgian neutrality as "a scrap of paper"? The much-vaunted efficiency of Germany got no farther than the successful handling of insensate matter; when it came to handling men in neutral countries Germany made as many mistakes of vital judgment as the occasion allowed. All the business prosperity built up laboriously by Germany in half a century went into the scrap-heap of War.

So Wealth, that object of universal endeavor, is not the product of the printing-press nor of the doctrine of material resources or brute power. The War has shocked us into a sudden realization that spiritual qualities in a people are their greatest asset. These qualities, of the right kind, cannot only re-create themselves, but they can also re-create ruined towns, blasted farmsteads, wrecked communities. As against this, iron, petroleum, vast forests

and a fecund population of over a hundred millions did not save Russia from national poltroonery. There was a time when a chamber of commerce might have held that the only wealth worth consideration was land, improvements, goods, natural resources; in short that matter was the important thing and man its servant; but those fat and selfish days are past and men see more clearly.

Community money-grubbing is not an intelligent way to seek wealth. Nor will real wealth ever be found by communities that believe matter is all and spirit nothing; that getting is as honorable as "creating;" that the ethics of the wolf-pack is a satisfactory substitute for the teachings of Jesus Christ. Such a shameless policy may be followed by a few individuals in a community, and, in the language of the street, "they can get away with it," but a whole community cannot. Some one must create a surplus of product and service if another is to "get" more than he creates. The Arkansas neighborhood that thought it had discovered the universal secret of acquiring

wealth, calculated that if each neighbor traded horses once with every other neighbor and "beat" him out of ten dollars in each transaction, the whole community would "make" so many "ten dollars" that it would be rich. Yet men who have laughed at this crude idea have readily fallen for the same fundamental error when it was trimmed with a few high-sounding frills. Less than fifty years ago Wichita, Kans., had a boom. A boom is an indescribable thing; it has to be *felt* to be understood. Corner lots were sold for a thousand dollars this forenoon and were resold in the afternoon for two or three or five thousand dollars. Tomorrow the same process of getting rich quickly proceeded. Meantime, there were no changes in the community that could support the artificial prices of boom property. A slump was inevitable. Millionaires of Monday were the paupers of Tuesday. Twenty years later Wichita had grown and developed as a business and social center to the point of maintaining permanently the boom prices of real estate. The lesson is clear. There

was nothing in the "location" or the "climate" or the "natural resources" that would sustain high prices for Wichita real estate until men had *created* other business values—which is another name for the need of land—that had to be housed in Wichita. Nor was there anything lacking in "location" or "climate" or "natural resources" that prevented still higher prices for real estate, when, twenty years later, the enterprise of men had created *reasons* for the existence of a city there.

Real estate is regarded as the most stable and satisfactory of permanent investments. A considerable part of the dynastic fortunes of America has been put into downtown business property. It is a form of wealth that has the stamp of approval of great masses of capital and must be worthy of the attention of the man or the community that seeks Wealth. But what makes the selling price of city real estate? Not its agricultural productivity, surely, for the site of the Equitable Building in New York would make a mighty small and sterile potato patch. Another use than raising

potatoes has been found for that particular plot of ground, and because the new use affects the lives of hundreds of thousands of people, while the potato crop would affect only three or four families, the present value of the Equitable Building site is much greater than the potato patch. In short, we have learned that the value of city real estate lies in the use made of it. Therefore we are laying hold of the hem of the garment of Truth, and will eventually clothe ourselves in it. From the standpoint of the Chamber of Commerce, the problem of wealth-creation is beginning to clarify itself; for the use of land is dependent upon what the vision of men can see in it, and the courage of men plan for it. A coral reef in the watery wastes off the coast of Florida was worthless until the vision of Plant saw it as the foundation of a concrete bridge to carry a railroad to Key West.

The use of land—even agriculturally—determines its selling - price. The black lands in the Mississippi Delta do not bring as much an acre as the stony lands in the Housatonic valley of Connecticut. But if

the skilled truck farmers of Connecticut, and the slipshod negro labor of the Mississippi Delta were interchanged, the relative selling-price of the two areas would likewise change.

Because land values depend upon the use made of the land, it is clear that mere density of populations is far less important than the character of the wants of the population. If density counted most, China would be the leading real-estate center.

Business, however, has grown in America and Europe much faster than the population, because the multiplication of human wants has proceeded faster than the multiplication of the race.

But the better use of land is only one of the ways in which wealth is made: inventiveness, enterprise, industriousness; these qualities of character make themselves apparent in a myriad of ways. They create new values in old products and bring forth entirely new articles of daily use.

The chamber of commerce secretary who finds himself the executive manager of an organization of citizens that is seeking

community prosperity must know, with certainty and conviction, that community Wealth is not come at by superficial or bombastic means. Neither will dishonest "getting" lead to community advancement or satisfaction. The chamber of commerce must be taught that real wealth is nothing but the crystallized spirit of the community and the age. Marshall said "Wealth . . . is to be taken to consist of two classes of goods—those material Goods to which he has (by Law or Custom) private rights of property and which are therefore transferable and exchangeable; (and) *those immaterial Goods which belong to him and serve directly as the means of enabling him to acquire material Goods.*"

It is with these "immaterial Goods" that "serve directly as the means of enabling him to acquire material Goods" that the chamber of commerce secretary has primarily to deal. He who realizes this truth is on the way to success, but he who clings to materialism and attempts merely to manipulate climate, or natural resources, or location, will learn the lessons of defeat.

CHAPTER III

THE CHAMBER OF COMMERCE AND "INDUSTRIAL DEVELOPEMENT"

THE chamber of commerce that is saturated with materialism always tries to direct the thought and energies of the secretary to attempted exploitation of such natural resources as are at hand. This is usually gone about with the same amount of intelligence and finesse that distinguishes the purchases of a Kentucky mountaineer at the Louisville fair. When the pressure of the uninformed and undisciplined public thought of an entire city is focused on one man who is the chamber of commerce secretary, it is not surprising that in most instances he seeks safety in yielding to public clamor. But the men who stand out against it and educate the public to a sound community policy are rewarded by the splendid way in which men of even commonplace minds respond with enthusiastic service.

The secretary (or business man) who determines to lead instead of being driven will soon find that mere stubborn clinging to his ideal is not enough. The community wants to *know*. If it is wrong it must be "shown." It has given little analytical thought to the means of community progress, and that little was concerned with the natural resources that could be seen by the most casual eye. The secretary must be able to show the public that cities are built by men—that no city is entirely without "natural advantages" of one sort or other; even Timbuctoo finds advantages in the Sahara desert. His city cannot afford to rest its appeal to the world on mere "natural advantages," for every city has enough to advertise and exploit. To invite competition upon a basis that affords other communities an equal or better chance is not a mark of statesmanship or leadership. This is the opening of the case for the secretary who wishes to lead.

The fiery test of War has burned up much of the dross that encumbered the spirit of the real America. "Welfare" and "Pros-

perity" are terms that have taken on new—or old—meanings. Inventiveness, energy, enterprise, courage and patriotic service are perceived as the very foundation of prosperity as well as security. When one ship-riveter under the spur of patriotism drives three times as many rivets in a day as another riveter, better equipped, in another ship-yard, even the man who takes his whole stock of information from the pages of the daily paper learns that the spirit of men is the force that moves the World.

But the chamber of commerce leader should know a multitude of business and community facts that may be used sharply, in the education of his city. When the cry arises, "Give us more smoke-stacks," there will be plenty of men who will wag heads wisely and assert that, if the chamber of commerce will "give the city more pay-rolls" the thought and attention to other matters may be dismissed; "everything else will take care of itself."

What is it that builds factories, if not men? The same thoughtless public that

talks about "natural resources" also shouts for "more factories." The chamber of commerce secretary must reach both demands at the same time. He must be able to show the public that factory-building and the exploitation or capitalization of natural resources are both dependent upon a finer force than steam or electricity or water-power. No sane public would attempt to catch an elephant in a butterfly-net or dip water from the lake with a sieve, but it *would* undertake to establish new and unproved industries by giving bonuses. It is a common notion that capital requirements are the sole requisites for new industries; hence the emphasis that has been laid upon bonus-giving and stock-selling. But the days of bonuses are, happily, about over with, so far as chambers of commerce are concerned, and organizations that refuse to fork over big chunks of popular funds to "new factories" are no longer bitterly assailed by their own members. The history of bonus-giving is too recent and too distressing to attract emulation. About ten years ago an Iowa city paid \$50,000 into a

new factory. It advertised the achievement far and wide. Two years later the factory was compelled to liquidate. That event was *not* advertised. The fundamental error in the bonus-giving idea is the supposition that industrial success is guaranteed by capital. The history of industry in America and Europe for a thousand years is all to the contrary. Inventiveness, skill, salesmanship—industrial brains, in short—make industry possible. Capital, the most timid thing in the world, does not come to the relief of industry in distress; capital comes to industry after industry has made its own capital and ceased to need outside help.

Here and there American cities have forsaken the bonus-giving error for wiser plans. One Pennsylvania city is purchasing the services of the best efficiency engineers and placing their brains at the disposal of local factories. Vocational training in the public schools is beginning to provide the training for young America in 1918 that Napoleon proposed it should give to France in 1806. The manufacture of brass in the Naugatuck valley of Connecticut is a clear illustration

of the part that industrial talent plays in the establishment and development of a great industry. There are hundreds of cities where copper and zinc and fuel could be assembled more cheaply than in Waterbury or Bridgeport, but that advantage in materials-cost has never been sufficient to meet the competition of the manufacturing brains of the Connecticut cities.

The manufacture of leather in Newark, N. J., can be explained by no "raw-material or natural-resource" theory. The raw hides that are tanned, dyed and finished in Newark come from Montana or the Argentine or Europe or Asia. They are assembled in Newark and there made into leather because the men, who think in terms of leather, live in Newark. Did Brockton, Mass., become the home of shoe-making because shoe-leather and findings grew on the bushes? Or was it the genius of men who, possessed of an intangible power that bent all material things to the end of making shoes, lived in Brockton? The manufacture of cotton goods in Manchester, N. H., far from the cotton-growing states and

equally distant from the American center of consumption of cotton cloth, has been explained in school geographies and college economics as the natural result of the water power afforded by the Merrimac River! But does water power always result in a large cotton mill? On the Oswego river, in New York, water power is used to make pulp and there the legend persists that water power *must* result in pulp manufacture. And in Spartanburg, S. C., where there is no water power, the great cotton mills are driven by electricity or steam engines!

Steel, the learned pedants told us, could be made in Pittsburgh cheaper than elsewhere because the coke, the ore and the lime could be assembled there at less cost than any other place in America. That was the secret! Low-material costs supplied the "scientific" explanation! There were only two things the matter with this explanation—first, the statement was not true; and, second, it did not explain. At Birmingham, Ala., the coal, iron ore and limestone were taken from the same bed,

with no transportation charges in assembling, but that did not prevent the Tennessee Coal & Iron Co. from getting into difficulties because of managerial policies and being sold. And, lastly, Gary, Ind., is far from coke, iron ore and limestone, but it was chosen as the site of the Steel Corporation's gigantic western plant.

The manufacture of automobiles in Detroit, of furniture in Grand Rapids; of cash registers in Dayton; of motor parts in Elmira;—all these huge industrial successes are explainable, not on the capital-bonuses given them, or the “natural resources” at hand, but by the brains-management that went into them. The *human* element is always the controlling factor. Coal, copper, cotton, iron, hides—all these things come when the right man beckons to them.

There are many other illustrations of the same complexion to be used on the citizen who denounces the chamber of commerce because it fails to take a hammer and nails and a board and build a factory. But the blind cry for “more business” must also

be transformed into intelligent community action. What is Business? From the standpoint of the chamber of commerce, Business is the organized means of satisfying human wants. As wants multiply, business increases. Since the wants of mankind increase much more rapidly than the number of people, business grows in geometrical ratio while the population increases in arithmetical ratio. Think, for a moment, upon the new articles of every-day trade that have come into existence within a generation; the phonograph, the telephone, the gas stove, the amateur camera, a multitude of rubber goods, steam heat, sanitary plumbing, cheap clocks and watches, breakfast foods, canned goods, ready-made clothing for men, women and children, the automobile and scores of things of lesser consequence. There is scarcely an item of merchandise on the shelves of a present-day store that was sold by the merchant of 1875. Trade increases but the articles of trade take manifold new shapes and characteristics.

Suppose all these new kinds of mer-

chandise were to be withdrawn suddenly from the world; how many stores in your town would be left vacant when the garages, the auto-accessory stores, the phonograph and electric appliances and plumbing and women's apparel shops quit business? How many clerks would be out of work and transfer men out of business? In short, if the plane of living that satisfied 1875 were to be imposed upon 1918, business would be paralyzed. Or, to state the same truth so the chamber of commerce secretary can readily use it; if mankind *wanted* only the same articles that were *wanted* in 1875, the Woolworth building would have to come down. The corollary is equally true; *the most dependable means of improving business is to steadily raise the plane of living for average men.*

There used to be a great deal of fatuous talk about "considering the interests of Business" whenever laws were to be made or other changes were imminent. The phrase got itself into bad odor through becoming a cloak for contemptible selfishness and ultimately had to be dropped from use.

But while it was with us there arose a current notion that "Business" was an institution quite apart from human life and possessed of some mysterious self-propulsion known only to the elect. It surrounded itself with the superstitious fear that the medicine men of Borneo inspire in their followers. A very few selfish men who paraded themselves as captains of industry assumed an air of prophecy and diligently circulated the dogma that the human race was created for the good of Business—and, later, for the God of Business. These same selfish men acknowledged, with becoming ponderosity, that they were the high priests of the newly discovered god. It is a reflection on the American sense of humor that they were allowed to get away with it. Demetrius, the silversmith of Ephesus, had tried the same game eighteen hundred years earlier, without acquiring merit. It is the interests of mankind that must be considered first, if the interests of business are to be wisely handled. Because prohibition decreased crime, vagrancy, non-support and accidents, it was good for business although

it temporarily emptied some buildings that had been occupied by saloons. Better houses for workmen are good for business because the occupants are encouraged to maintain homes instead of hovels. Clean back yards are good for business—no hardware dealer ever sold a lawn-mower to the occupant of premises covered with tin cans and ashes.

This analysis of the true fundamentals of business is far from being novel. Many years ago Lord Macaulay, speaking in the English Parliament, said:

“What is it, Sir, that makes the great difference between country and country? Not the exuberance of soil; not the mildness of climate; not mines, nor havens, nor rivers. These things are indeed valuable when put to their proper uses by human intelligence; but human intelligence can do much without them; and they, without human intelligence, can do nothing. They exist in the highest degree in regions of which the inhabitants are few and squalid and barbarous and naked and starving; while on sterile rocks, amidst unwholesome marshes and under inclement skies, may be found immense populations, well fed, well lodged, well clad, well governed. Nature meant Egypt and Sicily to be the gardens of the world. They once were so. Is it anything in the earth or the air that makes Scot-

land more prosperous than Egypt, that makes Holland more prosperous than Sicily? No; it was the Scotchman that made Scotland, it was the Dutchman that made Holland. Look at North America. Two centuries ago the sites on which now arise mills and hotels, and banks, and colleges, and churches, and the Senate Houses of flourishing commonwealths were deserts abandoned to the panther and the bear. What has made the change? Was it the rich mold or the redundant rivers? No; the prairies were as fertile; the Ohio and the Hudson were as broad and as full then as now. Was the improvement the effect of some great transfer of capital from the old world to the new? No; the emigrants generally carried out with them no more than a pittance; but they carried out the English heart and head and arm; and the English heart and head and arm turned the wilderness into cornfield and orchard and the huge trees of the primeval forest into cities and fleets. Man, Man is the great instrument that produces wealth. Never will I believe that what makes a population stronger, and healthier and wiser and better, can ultimately make it poorer."

This, then, is the primary lesson to be taught the citizen who will have more factories, willy-nilly, and more business in spite of other considerations. Tell him that men must take pains to inquire why factories should come, or grow or exist in his city. Communities used to take no

thought on that score—that was the job of the fellows that owned the factories. But manufacturers and their city are coming closer together in these days and both have learned that, although raw materials may be assembled from the ends of the earth, the labor supply must be procurable in the home town. If competing manufacturers are in other cities that are keenly alive to every advance in vocational training, low-cost housing, labor recreation and encouragement—in all the things that make life for the worker tolerable and hopeful; the implacable logic of life will decide which manufacturer is to permanently survive. Nor are the inexorable laws that govern business growth any less interwoven with the advance of civilization. The modern chamber of commerce knows that business is not an institution by itself, but is a part of the life of every-day men. As Life is broadened, deepened and enriched, business improves in quality and quantity. Team-thinking is the only means a community has at hand to bring about changes for the better. The chamber of commerce

leader must know that the *first function of the organization is to teach the community the art of team-thinking.*

This is a field not touched by the church or the school. It is left, solely, to the chamber of commerce. Civic Clubs, or City Clubs, as they are sometimes called, have quite generally failed to cover the field even where they have tried, because they could not see business as a legitimate part of ordered life.

CHAPTER IV

PRINCIPLES THE CHAMBER OF COMMERCE MUST TEACH

THE advantageous interrelation of city and city should be emphasized by the modern chamber of commerce, rather than the competition between cities. Competition is worth while, between communities, only as it may be used to club apathetic ones into action. It is the amazing interdependence of men and cities that affords chambers of commerce their greatest opportunities for constructive work.

Unlike the game of politics where one man must lose that another may win, community coöperation is essentially a game in which the prospect of one man's winning increases as others also win. A popular philosopher has illustrated this truth by a story that runs thus: One of three neighbors owed the second one a dollar, and the second

also owed the third a like amount. Taking a silver dollar from his pocket, the first neighbor paid the second, and the second passed it on to the third, thus two dollars of debt had been liquidated and the dollar was still in the neighborhood; but a greater wonder might have happened, for, if the first neighbor had given the second a good idea, and it had been passed on to the third, all three would have been possessed of it, though it had traveled the same road the dollar did.

When Henry Ford began building his low-priced automobile in Detroit, the owner of a vacant store in Marshalltown, Iowa, did not perceive that Ford was really finding a tenant for him! When the tenant came and the rent was trickling into the landlord's pocket it is doubtful if he ever paused to acknowledge his debt to such an abstraction as "inventiveness," especially when it was so far removed from his own bailiwick. Nor is it probable that he fairly analyzed his debt to the general advance of civilization that made the Iowa farmer's son in 1915 a buyer of automobiles. No,

the finding of the tenant, doubtless, relieved the landlord of worry, and, after congratulating himself upon his own shrewdness in shoving up the rent, he relapsed into comfortable and selfish community somnambulism. Yet if the chamber of commerce was on the job, it might seize the opportunity to teach that man a public lesson in "what makes prosperity."

We are literally the heirs of time. When Napoleon began his effort to develop France industrially he was laying the foundation for the prosperity of present-day silk merchants in Chicago. The methods Napoleon employed are worthy the study of the modern chamber of commerce. That marvelous mind went direct to the vital force that makes industry possible. Napoleon proposed magnificent rewards to inventors, offering \$200,000 to the man who would invent a machine for spinning flax, and an equal amount to the scientist who would find a way to substitute beets for cane in the manufacture of sugar. He pensioned Jacquard, who invented an automatic loom that wove silk in patterns. He established

schools for arts and trades, and encouraged, in every possible way, the production and development of *brains*. This was over one hundred years ago. Napoleon knew then that industrial growth depended upon the human unit. Anything that would add to the intelligence of the people, he knew, would act directly upon the whole mechanism of life. The Jacquard loom gave France supremacy in figured silks for generations, yet the loom was merely the crystallization in metal, wood, and paper, of the creative spirit of a Frenchman. And his cheapening of figured silks multiplied by thousands the potential buyers of such goods, so retail merchants in western country towns put the goods on their shelves and corn-fed clerks drew wages for selling them. Of Jacquard who had made this possible, perhaps neither employer nor employee knew so much as his name!

It is the steady progress of civilization—the constant upward striving of the best of the race—that makes men and communities genuinely rich, if they but have the good sense to keep step.

In America the growth of cities—if increase of population is the index of growth—proceeds with a regularity and sweep that the public does not realize and fails to take into account when engaging in rare moments of introspection. Among that large class of cities over fifteen thousand and under one hundred thousand population, each ten-year period brings an increase of approximately one-third. To experience this growth all that a city has to do is to keep step with the national procession. Nothing unique or distinctive is required—only the jog trot of mediocrity in business, education, culture, enterprise. The individual business man profits from all this growth if he does no more than plant himself beside the highway of progress and be ready to handle the commerce that comes his way. It is this unearned profit, and sometimes undeserved profit, that plays the culprit in coddling that monumental, selfish egotism sometimes found among rich men who are really “accidents.” The chamber of commerce must steadily point the public mind toward the great fact that individual success is made

possible by the advance of the world. It is the group progress that makes individual progress easy. If the group were to stop, as happened in China a thousand years ago, the progressive individual would be left stranded.

The chamber of commerce is responsible if the citizens of a city do not understand and admit the debt they owe to their community and to the progress of the age. How much would the street-railway system of Detroit be worth if the people were to move away and leave it there? What sort of a gigantic monument of failure would Tiffany's store be if New York were taken away? Of what would a shoe-repair shop be worth in Kankakee if the rest of the community were to go elsewhere? All these institutions, big and little, could eminently afford to contribute nine-tenths of their capital toward preventing such a catastrophe as the "trekking" of their own community. It is only because men cannot bring themselves to believe that a great city will *ever* disappear, that they dare to refuse to give service and money for the good of

their community. Yet the history, that fills to bursting the heads of school boys and girls, is a record of the rise and fall of cities; Nineveh, Tyre, Babylon, Thebes, Athens, Rome, Florence, Pompeii. And in our own day, the mining centers of Nevada and the young "Chicagos" of southwestern Kansas have taught the folly of depending wholly upon material forces to maintain communities. It is mankind that builds cities, and tears them down again, whether they be in the Sudan or Illinois; in Belgium or Serbia or Michigan.

Business men are not at all adverse to the reception of this truth if it is rightly presented by the chamber of commerce secretary. The very nature of successful business calls for the exercise of imagination, vision, faith in the future and fellow-men. These are qualities of mind that readily merge into genuine idealism.

Gradually the citizenship of any city may be brought to act upon the principle that the intangible forces that shape human life are the ones with which organized community endeavor should chiefly concern it-

self, for out of them flow all business growth, all material advance, all culture, patriotism, vision and service. Whatever interferes with the discovery and development of men who have the will to create, build, make, invent, undertake, act, is a community injury. "The eye cannot say unto the hand, I have no need of you," wrote Paul, and "Whether one member suffers all the members suffer with it." The incompetent, the subnormal and the defective human beings of a community are a dead load upon the shoulders of the rest.

Let us summarize: the modern chamber of commerce must cast aside every trace of German materialism and rest its efforts upon the conviction that prosperity and progress are purely human products, worked out by men with whatever elements in Nature may be at hand, whether they are in the desert or the fertile plains of the Mississippi. It must teach that a thing is as valuable as the intelligent desires of men for that thing make it. It must throw overboard the threadbare phrase "intrinsic worth" and the inutile doctrine that value

depends merely upon (1) the amount of labor required to produce or (2) the cost of reproduction; because the Pyramids of Egypt, judged by either fallacy, would run into more money than any bank would loan on them. It must have confidence in the willingness of the average citizen to embrace the finest truths of community endeavor and act upon them. It must become the Schoolmaster of the community.

A city must think progress, must be guided by its optimists, must value constructive men more than destructive ones, must have a clear idea of the demands and possibilities of future city and national growth, and must have the courage to live up to its ideals. This is the foundation of a modern chamber of commerce.

CHAPTER V

HOW THE CHAMBER OF COMMERCE MUST LEAD

THE War, with its enormous demand upon citizenship for sacrifice and service, restored the confidence of the public in itself—in its own innate patriotism, decency and virtue. Chamber of commerce leaders have been given an unparalleled occasion to teach the people that the only permanent foundation for governments, cities, land values, business, culture and human security lies in the spirit of men. “The flesh profiteth nothing” when the pinch of war comes. Marshal Foch taught his students in military college that the morale of an army was more important than its numbers, and later proved it in action. The poet Kipling sang, “It ain’t the guns nor the armament . . . but the everlastin’ teamwork of every bloomin’ soul.” Business men eagerly ac-

knowledgeed themselves the servants of a Cause greater than business, while labor fell away from the teachers of the unholy doctrine of treasonable class consciousness and admitted its vital dependence upon the whole body politic.

Never was there a time prior to the Great War, when America showed so unanimous a desire to render public service. Never was there a greater need than at present for community leaders to keep alive the spirit of public service and apply it to complex problems of the reconstruction period. There is every reason for chamber of commerce leaders daring to throw aside every unworthy element in an appeal for public support.

The much-criticized business public is more ready to respond to an appeal for service than some "uplift" organizations are prepared to ask it. The field representative of such an "association" went to Detroit to raise money for a local branch, and immediately approached a wealthy social leader for the "use of his name" to a letter asking funds from two or three

thousand persons. He protested his inability to "take hold of the project" because so many other philanthropies claimed his income. But the field representative assured him that his name was enough, no subscription would be asked. So the letters were sent to a list of ambitious social climbers who foolishly supposed that the pseudo-generosity of their checks would commend them to the favor of the social leader. As a matter of fact, he never saw the mailing list, much less the returns. It was a "sucker list," in the true sense of the term. The money returns were small and scarcely served to pay the salaries and expenses of "paid social workers."

But the most regrettable part of such insincerity is the shock to public trust. The true end of philanthropy is to spiritualize the giver as it benefits the recipient. "It blesseth him that gives and him that takes"—else it fails. The opportunity was lost to cultivate nobility of public thought by a straight appeal to it; pandering to vanity subtracts from the finer qualities of men.

The chamber of commerce leader must never forget that each public movement is an opportunity to stimulate generosity, beneficence, patriotism and sound enterprise; but playing the suckers is the short route to public moral insolvency. A city grows better only as there is increasing confidence in the efficacy of fair play. There is no profit in outraging intellectual or moral honesty.

The chamber of commerce that exploits the weaknesses of men is headed toward spiritual bankruptcy. False pride, egotism and glory-grabbing grow rapidly in groups where cheap motives are given countenance. Some gray day the organization will be rudely awakened by the discovery that fine-spirited men have left it. The process of natural selection will have worked its results.

You may think that it requires a great deal of courage to hazard the very life of a splendid public movement upon the willingness of the average man to serve without reward—but the danger is apparent instead of real. The fabric of civilization

will have rotted and fallen apart when the common, every-day man ceases to feel genuine joy in sacrificial service. Imagine hiring Nathan Hale to be hanged as a spy! How many of the volunteers who fought through the Civil War were induced to mobilize because of the raise in pay that the Government's \$13 a month offered?

This confidence in the civic conscience of citizens is a fundamental principle of successful public effort in a democracy. The means employed is as important as the end reached. The *means* is the *end*, if the chamber of commerce secretary believes he must choose between playing upon the weaknesses of men or accepting defeat. Getting whipped in honorable fighting for a legitimate cause never destroyed a good organization, but winning unworthily has written *finis* to many. The people expect much of their leaders and since the chamber of commerce is the quintessence of leadership, it must not fail in quality.

But leadership does not have to be narrow in order to be honest. In a chamber of commerce there may be a dozen groups,

each intent upon the accomplishment of some public task, and each believing that its cause should have priority over all others. While differences of opinion are valuable in promoting horse races, they are not so desirable in the management of a voluntary public organization, and the managing secretary will have to find the Greatest Common Divisor of the distracted community ideas. Even in those cases of apparently irreconcilable differences, there may be found some spots of common ground. The chamber must insist that both parties to a controversy shall preserve a decent respect for that fair play which grants one a chance to be heard in defense of his cause. The end of a fight is at hand when public negotiations begin. Both parties cannot be right, if one is wrong, and the one in the wrong will soon find himself unable to maintain his case before the public.

Such an issue as the strife between capital and labor (two words that have come to possess a needlessly sinister meaning) is not impossible of adjustment when the great public consciously takes it up for

consideration. Here and there, where strikes have interfered with the right of the public to live tolerably, some public agency has laid a heavy hand on the combatants and has shaken them apart, as Roosevelt did in the anthracite coal strike. The silk-workers' strike in Paterson was disposed of by the public rather than by either party to the controversy. The street-car strike in Detroit lasted only 48 hours because organized public opinion forbade a longer struggle.

There is no room for the pessimist in public movements. American cities stand ready to meet any legitimate call for service that is honestly and fearlessly made upon them. Even in the old selfish days of peace that was true, and now, with the lessons of the War still a-learning, it is doubly true. There *was* a time, prior to the era of Roosevelt, when cynical selfishness held the center of the stage. The men talked of "Each man for himself and the Devil take the hindmost." Most unfortunately, some of the perverts of this school of thought became prominent in Big Business, and gave it a bad name. Perhaps

the Devil heard their talk and, acting on it, began to gather the hindmost into his ken. By 1914 he had a large and noisy contingent that called itself the I. W. W. The effect of this upon industry, property and enterprise has made itself apparent to the blindest of business men. Wrong leadership is infinitely more dangerous than a wrong following.

It is this heritage of selfishness among the few that modern chambers of commerce find their greatest handicap. We looked upon Russia, prior to the revolution, as a hotbed of anarchy, yet more dynamite was systematically used in the United States for the destruction of life and property in conflicts between "the classes" than in Russia. Our one state of Pennsylvania has produced more rioting and disorder in one year than the whole of France in the same time. Three Presidents slain in forty years is a record not equaled by any other civilized nation. Our failure to Americanize the immigrant left us with so little *National* spirit that President Wilson had to feel his way carefully in determining to protect our na-

tional honor. Letting the Devil pick off the hindmost was a dangerous policy, for it was tantamount to granting him the privilege of taking over the whole line, if he would go about it in reverse order. As Mr. Fred. S. Chase said of the Bolsheviki, "They stopped the Russian procession, turned the individuals around in their tracks, and the rear ones started to lead the line backward." The Red Terror in Moscow justifies us in thinking that the Devil is still cynically picking off the hindmost of this reversed procession.

The antidote for false leadership in American cities is the modern chamber of commerce. Its organized machinery tests the soundness and the hopefulness of men and ideas as no other institution does. Among students of criminology there is a generally accepted theory that the best way to abort crime is by the substitution of a moral equivalent for evil. The boy who throws stones through the factory window is induced to join the juvenile ball team and pitch for it. The World War brought forward a moral substitute for the worst self-

ishness of peace times. The nation is coming to declare, vehemently, that the man who serves is a more valuable citizen than the one who merely "gets." Every day the War lasted altered the attitude of the public mind toward great fortunes that have arisen from unearned increments or the manipulation of banking credits. Money does not possess the power it once did over the spirits of men. It is easily possible that such fortunes might fall under government regulation or be taxed out of existence, if they should be so short-sighted as to refuse to serve the public good. The returned soldier will bring a new element into the thought of the body politic, and the mental evolution through which he passes will tend toward a higher valuation of man and a lower valuation of property. Men who have been required to risk life itself for the common good and whose comrades lie under the poppies in Northern France will give short shrift to law or custom that denies them a fair participation in the prosperity of this generation. Changes in the relationship of men and property are certain to come. The

chamber of commerce can exercise its ordered direction of the public mind and prevent anarchy or dissolution. Instead of curb-stone leadership, it can provide thoughtful and open-minded leadership, willing to accept the eternal change that the progress of civilization demands, and articulate it with the best there is in the life of today. But to resist change, merely because it is change, will invite revolution. To refuse to adapt oneself to altered circumstances always leaves one in an absurd position. A successful Michigan farmer declared, twenty years ago, that he would quit farming when he could no longer hire a farm hand for sixteen dollars a month. Fifteen years after the declaration was made he was paying farm hands forty dollars a month and making a larger profit on the transaction than was possible with the lower priced help of years gone by.

The preservation of "the rights of property" is frequently confused with the preservation of some individual's right to property acquired by questionable means and held for anti-social purposes. Private property

must purge itself of misuse if it is to survive. Trying times are ahead for free democracies that are threatened with state socialism, and the public will have to do some straight thinking to perceive the essential difference between a gradual and necessary increase in human rights and social-political revolution. If the public gets muddled on the issue and mixes evolution and revolution together, there is no prophet so rash as to predict the outcome. To keep the matter straight, there must be an organized center of community leadership in hundreds of cities, where the clearest-headed and most patriotic citizens may exert their influence to the utmost.

The modern chamber of commerce, therefore, is the mechanism through which forward-looking men may do their work for their community; and such men are never willing to play a Machiavellian part. The means must be as clean as the ends sought. There is no more room for the pessimist than for dirty policies, when the whole nation is aflame with the passion for service and the humblest citizen is exalted by the oppor-

tunity to give of his substance to his fellowmen. Military service abroad transformed the outlook of millions of young Americans of voting age and is bringing into our national life a new force that may be the dominant political element in electing the President in 1920. In the midst of these mighty changes the modern chamber of commerce finds its place as the engine of intelligent democracy. A lesser conception of its opportunities and purposes is unworthy of the times.

CHAPTER VI

WHY THE SECRETARY MUST PLAN FAR AHEAD

AFTER Detroit's fire in the early part of the last century the entire city was re-plotted, and its great radiating thoroughfares spread, like the spokes of a wheel, from the city hall site. The planners calculated that the city hall would be half way between the river and the ultimate northern boundary of Detroit. Within ninety years the population of the city had so utterly overrun the expected boundaries that four-fifths of the people lived outside them! Thus do we Americans utterly fail to believe in our own future. We have been called a boastful nation, and we have been guilty of much talk on occasion, but the wildest tales of the most valiant booster seldom approached the substantial facts of city growth. Chicago, Detroit, Cleveland,

Los Angeles, Oklahoma City, Birmingham and half a hundred other cities have grown amazingly in population, wealth and civic advance. A thousand smaller cities have outrun all plans for their growth in a lesser measure. As individuals, Americans possess imagination and courage equal to the best, but we have tragically failed to meet our community needs or use our community opportunities.

Reason tells us that democratic government must represent mediocrity, rather than the highest community intelligence, because there are more voters with commonplace gray matter than of strikingly capable minds. But reason ought also to tell us that democracy, in action, must have government supplemented by a voluntary organization completely outside of the official group, that teaches team-thinking, stimulates community imagination, and is not afraid to stand out boldly as the champion of the unappreciated wonders that the future offers to every healthy American city.

How is the modern chamber of commerce to meet the need? It must realize that its

task is spiritual leadership of the city. The hard and practical trial of this doctrine comes when a one-horse merchant grumpily demands to be "shown." Then the chamber of commerce leader is likely to recall George Horace Lorimer's statement that "Triumphant America does not include the entire one hundred millions." The idiot, the village loafer and the man who waits all day for the whistle to blow does not belong. Yet there is a way, nearly always, to stir even the small-bore business man. If one loses this faith, he has lost hope of democracy. In mechanics, the greater the opposition is, the greater the power employed to overcome it; so in the more intricate affairs of the spirit, the denser the subject, the more persuasion and artistic appeal must be used. Billy Sunday has moved hundreds of drunks to reform, but he did not accomplish the result by reading aloud, in a droning voice, extracts from Jonathan Edwards's "Freedom of the Will."

When cities have been so blind as they have to the most obvious city planning for material needs of population-growth, it is

not surprising that a considerable minority of citizens fail to see the finer and deeper spirit-changes that lie at the beginnings of progress. To make any kind of preparation for the future always involves a present outlay of money, and men hesitate about spending the immediate dollar when they cannot see the remote objective. In spite of America's marvelous developments, we can't quite convince ourselves that the Golden Age is *not* past. Four years ago a bank president in the mid-East argued that the progress of civilization must slow down "because so many things had been invented that only a few more were left to invent in the future!" Such an idea is sheer bone-headedness, but so long as it is on earth it must be met. What can the chamber of commerce tell such a man?

Start with the Declaration of Independence—even this banker knew about it. It took the English race six hundred years from Magna Charta to write that document, and a picked body of its sons had to migrate to a new continent to finally put it into words; but the South American nations,

seizing upon our example, found a shorter cut. In municipal government, Des Moines went through the travail of years before the "Des Moines Plan of Government" was invented and put to use, but a hundred other cities seized upon the idea and adapted it to their own uses in eighteen months following. Dayton, with the knowledge of Des Moines' experiment, was able, in a space of eleven months, to develop and adopt a charter with all the best features of the Des Moines Plan and the city manager added thereto.

It was a more difficult feat to invent the first crude spinning-jenny than it is now to completely equip a giant cotton-mill with a half-million spindles. Franklin's experiment with the kite and the door key was the forerunner of the Niagara power companies.

It is only good sense to assume that the advancements, inventions and developments in government, mechanics and sociology are the beginnings and not the end of progress. The modern chamber of commerce must understand that 1910 was the dim and dis-

tant future of the citizen of 1870. Who among them was wise enough to plan city streets for automobile traffic in 1915? Recollections of such recent failures of vision chasten our egotism and lead us to think that America has been a better conservator of hindsight than of foresight.

The pessimist will point to our public mistakes as a warning against extended plans for the future, but the modern chamber of commerce must not accept stories of public failures without an analysis of the reasons. For instance, the era of canal-building with state money that opened about 1825 is cited as evidence of popular inability to handle internal improvements. Yet the real trouble arose from the absence of organized and intelligent leadership. The fickle public mind, following the back-track of the retreating politician, adopted state constitutions forever forbidding the state governments from engaging in any kind of internal improvements again. State-built canals and highways were taboo for a generation, although such avenues of communication were the greatest need of the people.

Because state moneys were wasted or stolen outright by unworthy state officers in canal projects, the misled public concluded it was easier to stop the state from serving its citizens than to rouse the body politic to demand honesty and efficiency in its officials. It is extremely doubtful if America would make the same mistake again. Had the canal-building been well done and the waterways intelligently used, the War would not have found us unprepared to meet its transportation demands. J. P. Morgan once said that no man could afford to be a "bear" on the future of America. It is a truism. China's mistakes of omission have always been greater blunders than America's mistakes of commission. The balance of probable success rests with the public that tries new things.

There are bound to be mechanical successors to the telephone, the automobile and the aeroplane. Out of the boundless mystery of the future will come social inventions surpassing the mechanical wonders of today. Mankind has not reached its limit of creative genius in social or-

ganization or industrial product; and one is so completely a part of the other that cities must be taught to stimulate the spiritual values so that material values may exist.

With the eyes of the prophet, the modern chamber of commerce must see human society in its upward progress, as the Emergence of the Divine. There is no place where it will stop.

Let us dream of the America that might be, if we were united upon a program of national advance; if the wisest of her local leaders in a thousand cities were heading for certain fixed points in social strength, labor, housing, government and patriotic spirit to be reached in five years. No matter how high the aim might be, we would outrun it just as we have outrun every other prophecy of growth. Every public-spirited man in America would be exalted in the atmosphere of public service. It is only the lack of leadership and organized community followings that stands in the way of this magnificent possibility.

In supplying the greatest need of the nation, the modern chamber of commerce

also provides the greatest local necessity. For chambers of commerce are chambers of citizenship. They have to do with men. They cannot supply a city with natural resources if nature has omitted these things; but they can lead men to make the best possible use of those things that Providence has bestowed. In dealing with the infinite variety of men that make up the world, the chamber of commerce has need of a clear, optimistic and sound philosophy at every step. It is "commercial" when it is doing the things that have to be done if the community progresses. Only vision can see the end of the most simple public policy.

It is commercial to make a city attractive. What would you say if you knew that one of Detroit's big factories came there because a woman thought the city a delightful place to live? Suppose, for a moment, that some far-sighted commercial secretary, in charge of the chamber of commerce in a New City, were to lay hold of a Henry Ford while he was yet a young man employed by the Edison Company; and a Tom Edison while he was selling papers on

a Grand Trunk train; and a Severn P. Ker while a boy in Virginia, and a John Patterson before he knew of cash registers—suppose these and fifty others of similar creative ability were attracted to this New City while they were young, impressionable, warm-blooded and responsive to a purely human appeal. Then suppose they came to maturity there, with their creative genius finding its expression in great factories and mercantile houses in New City. What, dear cynic, would be the value of the corner lot in the center of the city?

The time is not far distant when chambers of commerce will see that community expansion (which is a broad term that includes business industry and civics as one unit) must wait upon inventive minds; imagination; skill; uncanny wisdom in making labor content with life; efficient municipal government; churches that feed the emotions with strength and truth; schools that teach dexterity to mind and hand; books; music; pictures; oratory; sports; dramatics; heroism; charity; patriotic and fearless papers.

Would an organization that gave its time

to the stimulation of these things be "commercial"? Ask another question: "Would it pay?" Will the skeptic please tell the probable price of building lots in a city where every man was as skilful, enterprising, inventive, service-ful, exuberantly happy and healthy as Divine Providence wishes its children to be? Even the cynic knows that the civilized world would stand in line for the privilege of bidding on a business location, or a professional opening, or a hearthstone in that city. All that men live for would be there, because the spirit of its people would produce all the spiritual and all the material values that imagination demanded.

CHAPTER VII

WHAT THE SECRETARY MUST BE

SUBSTITUTE the word "city" for "nation" in this extract from the historian Lecky:

"All civic virtue, all the heroism and self-sacrifice of patriotism spring ultimately from the habit men acquire of regarding their nation (city) as a great organized whole, identifying themselves with its fortunes in the past as in the present, and looking forward anxiously to its future destinies. When the members of any nation (city) have come to regard their country (city) as nothing more than the plot of ground on which they reside, and their government as a mere organization for providing police or contracting treaties; when they have ceased to entertain any warmer feelings for one another than those which private interest, or personal friendship, or a mere general philanthropy, may produce, the moral dissolution of that nation (city) is at hand. *Even in the order of material interests the well-being of each generation is in a great degree dependent upon the forbearance, self-sacrifice and providence of those*

who have preceded it, and civic virtues can never flourish in a generation which thinks only of itself."

Chambers of Commerce have become Chambers of Citizenship perforce, because they could be effectively commercial by no other means. A chamber of commerce cannot supply a city with coal mines, or oil wells, or mahogany forests, or water-power, unless these things are at hand by the bounty of Nature. But chambers can and do lead men to capitalize the gifts of Providence, which is only another way of saying that the organization has to deal primarily with men instead of natural resources.

It is worth while to remember, dear reader, that the management of men requires the mind of a statesman; the management of materials the mind of an engineer. The managing head of a chamber of commerce sometimes needs both kinds of mind, but statesmanship is more of an art than a science; while engineering is the reverse. There is nothing academic about either. The statesman and the engineer

must be men of action. So it is with the chamber of commerce secretary.

Bernard Shaw's famous saying, "Those who can, do; those who can't, teach," might be paraphrased for the benefit of organization secretaries. Those who can, do; those who lack the talent for action, take it out in making surveys. Not that an accurate knowledge of facts is undesirable—on the contrary, no one needs facts more than a commercial organization secretary. But all surveys are not essential facts, nor even a safe foundation for the assembling of facts. The field of practical sociology is very new and the professional talent therein is still newer. "Surveying" has become an end in itself with a certain type of *genus homo* that will never be hanged for modesty. If surveys have lost some part of public confidence, it is because their makers have aimed at being "calmly sociological" or "coldly scientific," or what not, with the result that ordinary men were not impressed. The trouble with such surveys is lack of steam.

The successful commercial organization

secretary in the years to come must be a "doer." In the long run—and it is only the long run that counts with real men—the man who does things enjoys the most intense of all pleasures, *i. e.*, the joy of accomplishment. Every tussle with circumstances makes a man stronger. There is a contagious effluence—a radiant energy—that surrounds the man who learns the habit of success. It is worth any price in toil, weariness, or struggle; and it is seldom bought with any other coin.

The secretary must also be the community teacher. The reader will understand the meaning of this declaration when he reflects that a chamber of commerce never includes a majority of the voting public in its membership, and must, therefore, accomplish results by persuading the public to accept its leadership. A minority organization (as distinguished from such an organization as a dominant political party) which is charged with the responsibility of getting things done, must always be engaged in propaganda of one sort or another.

In assuming the rôle of community

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teacher, the commercial secretary has to instruct business men in the art of public appeal. As a generality, business men are woefully ignorant of it—perhaps that is why they are business men. At any rate, the habit of a business executive is to give orders instead of making requests. He carries this habit of mind into public places and immediately finds himself in trouble. Orders will go well enough among employees on his own pay-roll, but the public does not take orders from anybody. When business men are organized for the purposes of community leadership, the commercial secretary frequently has to induce them to unlearn the executive habits of a lifetime and adopt the art of leadership instead of the way of the boss. Be it said that the good sense of the average American business man will respond quickly to instruction when the secretary can prove that he is a real teacher.

The commercial organization secretary must be something of a practical politician. He must be familiar with the political machine in his city and must be able to make a shrewd judgment of its actual strength.

Much of the prestige of a municipal political machine is unalloyed bunk. There is more cheap intimidation and braggadocio in political machines than in any other American institution. When business men cease to fear them, most of the machines' power evaporates. Like the evil wolf, it disappears when the "Big Billy Goat Gruff" stamps his foot. The secretary should begin his investigation with the knowledge that there is always a small minority that is willing to be corrupted, and a large majority of honest men oftentimes allowing themselves to be misruled by their intellectual and ethical inferiors. Politics, from this angle, is merely a study of emotional forces that move men. Murphy of Tammany Hall and hundreds of lesser political lights in other cities stand as the modern edition of the tribal chieftain of a thousand years ago. Sometimes he won his position by brute strength and sometimes by actual service to the tribe, but he was always aggressive, always selfish to a degree and secretly contemptuous of the men he ruled. It is this latter trait that ultimately leads the

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modern political boss to overconfidence and dethronement. A reasonably shrewd observer can readily discern the symptoms of this disease of overconfidence or overgrown ego. When it appears it is the time to strike. Build up, quietly as possible, a better organization than the boss has, and he can be disposed of so easily that his purblind admirers will regard you as a superman. A certain political boss had controlled every municipal election in Dayton, Ohio, for years when he assumed the rôle of a dictator. The autocratic boss was much less formidable than was the same man that, in early days, was fighting for recognition in his own party.

The commercial organization secretary must be a student of municipal advance. Whatever is to be learned about city planning, Americanization, industrial welfare work, new charters, taxation, social unrest, vocational education, charities, and a host of related matters, demands the secretary's study. An extensive library of such books has come into existence. Some are excel-

lently conceived and executed, while others are mere theories. It is occasionally worth while to read the worst of them, because it goads a real man into holy resentment at such pretensions. The city library should provide these books for its general readers as well as for the use of the commercial secretary. The Public Library at Newark, N. J., is rendering a distinguished service in that line. And such questions as water supply, sewage disposals, paving, park development, housing, charters and franchises are sure to arise that will require the advice of a specialist. The secretary should not hesitate to get such help.

The commercial secretary must be a courageous man. It would be profitless, indeed, to know much but dare little. Courage may be developed. No man is born with a full measure of it. Little boys are afraid of the dark, of the evening shadows that dance mysteriously through the woods, of strange noises in the back yard; but they learn to disregard all these things because no harm comes from them. So grown men can cultivate that wise courage

that tells them not to fear false alarms. And what is the chief professional danger to the commercial secretary? Is it the loss of his job? That might seem like the extreme danger, but it is, by no means, a thing to fear. The less thought given to holding the job the better. But the more thought given to unconditional observance of the finest idealism and the convincing presentation of it the better. Nowhere else in human affairs does the scriptural statement hold more true that "he that would save his life shall lose it." No secretary will ever really succeed until he takes his job in his hands and walks into a meeting of his board of directors, some day, determined to win them to a real understanding of their duties and opportunities as trustees of the city's citizenship or resign and walk out. And there is but one way to get over the fear of losing one's job, which is to make its retention absolutely secondary in the minds of men who surround you. So long as men think of the secretaryship first and the secretary afterward, it means professional failure. The secretary must always be bigger

than his job. The courage that makes a man bigger than his job is gotten by acquiring familiarity with the possibility of losing it. As a matter of fact, the actual danger of a secretary losing his place is much less than it appears. Remember that the directors, in engaging a secretary, thought they were getting a man who could help them. This relationship of mutual helpfulness can be preserved only through mutual respect. Servility is not helpful; neither is boastfulness. A decent regard for one's own self-respect and for the other fellow's is the safest policy. Even failure in the first secretaryship does not necessarily brand a man as a professional misfit. Stories might be told of men who failed in their initial engagements but later scored genuine successes. Few men fail who refuse to accept defeat.

The commercial secretary must cultivate social judgment. Every passing year demonstrates the need for maturity of mind. It is not an occupation for a college boy. There is so much of new decision and so little of science or dictum in the profession

that immaturity is the recipe for failure. The materialism that has colored much of the economic teachings of many American colleges actually unfits a recent graduate for dealing with the human constituents of a chamber of commerce. College boys trained in the classic school of economics that regarded a day's work and a ton of coal as equally definite articles are unready to handle the membership of a chamber of commerce. Such set notions must go into the scrap pile. Men are the most elastic quantities in the universe. Their limit of extension has never been found. Kindness, generosity, patriotism, imagination, self-sacrifice, square dealing; these qualities are so close under the skin of the ordinary man that the least appeal to them brings a response. America gave eleven times as much money in 1918 to the common good as in any other year of her history prior to 1914, yet no one was asking for his Red Cross donations to be returned! Social judgment may be cultivated just as the talent for mathematics is. It is doubtful if ordinary colleges afford much help in this most

delicate development. The accurate study of men and their reactions is, perhaps, the only way, and is certainly the best way.

The commercial secretary must undertake to master the art of appeal. Maintaining the morale and the number of members in a chamber of commerce is essentially the responsibility of the secretary. He must "sell" the chamber to the public. While a certain degree of success has attended some crude efforts in this direction, there is no reason for a secretary being satisfied with himself. Like all art, the art of appeal has principles that ought to be mastered by the secretary. Oratory, literature and pictures—the spoken word, the written word and the pictured idea—are the three means of making an effective appeal to the public.

It may seem like a large contract for a public leader to undertake to acquire a working knowledge of the three great arts of speaking, writing and graphic presentation, but the requirements are not so formidable as one might expect. The pub-

lic tastes have changed in the last ten years, and for the better.

Speaking to American business men today demands radical departures from the grandiloquence of thirty years ago. There is no time for turgid phrases of Fourth-of-July's. The noonday luncheon that has become so universally popular with chambers of commerce and Rotary Clubs allows only thirty minutes for the speaker, and whatever is to be said must be compressed within the time limits. It is hard on the old-fashioned "orator" who always consumed twenty minutes in a wordy introduction, while gathering his own thoughts together for the body of the speech. But it is the salvation of the commercial secretary who knows exactly what message he must convey to his audience and wastes no breath in getting to it.

Noonday speaking is as well-defined a branch of public addresses as after-dinner speaking became with the past generation. Its technique should be studied by the secretary. Since a speech must shaped to fit the audience, if its appeal is expected

to produce results, the first point to consider, in the study of noonday speaking, is the unusual character of the audience. Business men who meet together in the middle of the business day for brief relaxation do not divest their minds of the "office habit of thought." The decisiveness, the nervous tension, the intolerance of delay, the self-reliance which amounts to egotism in many cases—all these habits of the business day's thinking are hovering, like disembodied spirits, over the luncheon table, and the speaker who can feel the atmosphere of the place prepares to meet them. And, in passing, it should be said that every speaker worth his salt can "feel" the receptivity of his audience or its lack, and literally can measure that intangible something in degrees. The beginner may be so busy thinking what he has to say that no corner of his consciousness is left to receive impressions from the audience, but, with practice, this last and most important attainment may be acquired.

In a general treatise like this, only a few of the most important elements of noon-

day speaking may be mentioned. It is well for the beginner to consistently recall the fact that, although understanding the character and mental habits of his audience, he is not to surrender to his hearers. He speaks to persuade, not to be intimidated into abject capitulation by serried rows of cold business eyes trained across the table at him. Analyzing one's audience is for no immediate purpose, save to find the open door to its consciousness. What timely thought, or what combination of telling phrases, may I employ that will catch my listeners when their guard is down? Just where may the thin edge of my wedge be inserted in their minds? Which is the line of least resistance? These questions ought to be in the speaker's mind before he rises to his feet.

What is argument? What is persuasion? What is appeal? What is eloquence? What is force? What is vividness, and how obtained? A simple definition of these terms should be memorized by every man who aspires to speak publicly. Particularly should the commercial secretary know them,

because his speaking calls for brevity, force, vividness, persuasion. Seldom is he required to mount to genuine eloquence in order to score his point, but it is well to know that eloquence aims its appeal direct at men's hearts, while argument directs itself to their intellects.

The ideal noonday speech makes a joint appeal to the feelings and the intellect. An argument to the effect that four subtracted from six leaves a balance of two might be intellectually convincing, but it would not move an audience to action. Nor would the bare effort to prove that "a" minus "b" equals "x" be any more exciting, although broader in scope. But if "a" can be made to stand forth as a poor widow and "b" as a package of Christmas toys bought with a few cents taken from her slender earnings, then the subtraction of "b" from "a" transcends the science of mathematics and enters the realm of the Art of Life. Perhaps no better recipe for noonday speaking could be given to a beginner than this; tell the truth and couple it up with life.

Said an eminent divine, "No souls are saved after the first thirty minutes." He established the time limit of the noonday speech by this witty remark. Pay no attention to the lugubrious individual who mournfully tells you that the day of oratory is past. Never has the spoken word been more potent than now. The newspaper has not supplanted public speaking—on the contrary, the papers have multiplied the interests of the public and enlarged the possible audiences. Billy Sunday finds little difficulty in getting audiences. It is only the *post-bellum* Civil War political spouter that can induce no one to listen to him. Words in the mouth of an able speaker remain the most rapid agency in the world for transmuting thought into action.

Of course the chamber of commerce secretary must speak to audiences that are not made up of business men, on occasion. But since he cannot master all varieties of public address, it is well for him to concentrate upon the sort of audience that is most important to his work. Equal suffrage,

with the inevitable intermixture of women in chamber of commerce audiences, will bring, in its train, further changes in the art of noonday speaking.

A commercial secretary, like a clergyman, must speak repeatedly to the same audience. Unlike the minister, however, the secretary has no Bible of organization work. The secretary must develop his gospel—his good word—as he goes along.

The strain of talking to the same audience, over and over, will tell on the secretary unless he arranges his studies to meet the necessity. The average man will find it highly desirable to keep a high-school or college text-book on rhetoric at his right hand, daily. Refer frequently to those definitions of the elements of style as slip from memory most easily. Pick out a few of the great orations of the world and study the thought and language. Commit to memory some usable bit of poetry or prose each day. Every secretary has heard of Demosthenes' oration "On the Crown," but few have thought of it as an aid to noonday speaking. Yet a study of it will more

than pay for the time spent. Among the less known orators, Henry Grattan has given, in his speech in the Irish Parliament, on the Declaration of Irish Rights, an example of a rare combination of emotional and intellectual appeals. Henry Grady's addresses will supply more recent material for study. The great metropolitan daily papers contain extracts from the public utterances of important men. Clippings from these sources will provide an astonishing amount of illustrative material. But in addition to all the above expedients, the secretary should keep a loose-leaf note-book into which he puts the best anecdotes, inspirational poetry, well-turned phrases and telling quotations that come into his ken. Such a note-book is a veritable life-saver for a man who must speak often. He should make a brief written outline of each talk before its delivery and put the outline into another note-book for subsequent reference. This enables a speaker to recall the talk he made to a certain audience months or even years ago. This habit of outlining a speech insures readiness when the speaker

is called to his feet, and it also preserves his best thoughts as no other plan will.

There is nothing in the foregoing program that is outside the ability of any commercial secretary, but if the plan is really followed it will develop a tongue-tied man into a tolerable speaker. A secretary should visit other cities and other organizations, bring spokesmen from them to his aid, and add to his mental equipment all that is timely in his own field.

There is no specific rule as to the amount of public speaking a secretary should do. Good sense will have to be his guide. A city soon tires of a "glory grabber," but it may be trusted to concede the value of a sincere public servant who can speak persuasively. The *quantity* can be overdone—has been overdone in some cases—but it is safe to believe that public condemnation would not have unleashed over mere *quantity* if the quality had been right. If he knows what he is talking about, the secretary will be forgiven much. Because his day's tasks range from managing a retail credit bureau to addressing the Women's

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Club on the details of a city plan, or urging the political leader of the second ward to support an appropriation for playgrounds, the secretary must be a constant student of his job. But he must know more than facts; he must know reasons why, and how to make those reasons human. Facts are said to be stubborn things, but certainly they are indigestible. Community indigestion is a more common disease than is ordinarily supposed.

After speaking, the ability to write good letters, fair newspaper stories, and telling essays, is next in importance. There is a library of texts on letter-writing, and some excellent books on newspaper-writing. To them the commercial secretary may go for more help than can be crowded in here. Just as noonday speaking is the distinctive branch of oratory that the chamber of commerce has brought into being, so the distinction of chamber of commerce letters is the large element of persuasion they must contain. The groundwork of a commercial secretary's success is his ability to persuade. There is a subtle difference between the

best chamber of commerce letter to a member, and the best sales letter from a seller to a buyer. This difference arises from the unlikeness of the subject matter. The chamber of commerce offers its members ideals and ideas, while the seller offers merchandise to the buyer. It is only the superficial thinker that cannot distinguish between the two cases and frame his language to express the distinction. To talk about "selling the chamber to its members" is a rather crude way of describing a great art. "Selling" in the ordinary sense of the term is not sufficient. To revamp an excellent sales letter would not fill the chamber of commerce need. Persuade, and persuade and still persuade; this is the heart of the chamber of commerce letter. Keep in mind, always, the meaning of persuasion; "coax" is a lighter word than "persuade" and implies an attempt to influence by superficial means. Even "convince" is not the equal of "persuade," for a man may be convinced of his duty and not do it; but when persuaded he finds that his will is bent to the new thing.

A little book, "What Can Literature Do for Me," by C. Alphonso Smith (Doubleday, Page & Co.), will be found invaluable to the average secretary. The "Atlantic Monthly," with its essays on American thought and progress, is a constant stimulant to clear thinking. A few late books on Sociology, coupled with some of the national weeklies, form a mixture of theory and timeliness that should not be missed. And once in a while a secretary should read the "want ads" in the daily papers! Perhaps there is no more illuminating part of a daily paper than the "want ad" columns. Every word is devoted to telling what people want and how they want it. If secretaries could but have a "want page" of their entire city that would disclose the aspirations of the populace, what would it mean? Sometimes the want ads are stupidly conventional in phrasing and approach, and then again a flash of genius illuminates the page. Once an unemployed man advertised for work in a Chicago paper. The familiar "situation wanted" brought no results and, at the end of his money, he inserted some-


thing new in "want ads." "In the name of God, must an industrious and reliable man starve in Chicago for want of work?" was the perfectly human way in which he couched his final advertisement. It brought results. There may seem to be little of literary merit in the "want ads" and the display advertisements in the daily press, yet one will do well to remember that just such literature is tested by its result in persuading men and women to a certain action. Is any other form of the printed word subjected to a more severe test? And shall we not respect the printed word that accomplishes the purpose for which it is used?

While thinking about literature in general, as an adjunct to the secretarial profession, it is suggested that books read by the secretary ought to be digested and passed on to the organization when the subject matter is fundamental in character. A review of a new book, or an old one, for that matter, so written as to lead members to read and absorb the book for themselves, is a valuable service to the community. It is one way of directing community

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thought. Sometimes the appearance of an old book in a new edition will furnish an excuse for reiterating age-old ideas. Plato is literally meat and drink to this new profession of the commercial secretary, but his idealism is nothing unless the secretary, in the language of the day, can sell its great truths to the second-hand clothing dealer on the side street. Don't say "it can't be done," for it is being done daily by the men who are blazing the way to the chamber of commerce of the future. One of the first men to join the new chamber of commerce in a western city was a junk dealer; in another city it was an Italian cobbler, and in another it was a Chinese laundryman.

From all of his reading and writing, the secretary should arrive at a clear understanding of the hopelessness of any form of the philosophy of materialism. Between it and Idealism is a gulf as wide as the universe. The two opposing doctrines crop out in every sales department, every policy of factory superintendence, every political body, every retail store; in short, in the marts of trade, the school, the church, the



government. If we, as a people, could but get these fundamentals straightened out in our minds, most of our community judgments would be sound and progressive. There is a comic element in the gropings of some business men for real philosophical truths. Nothing is funnier than a business man who has attained some local prominence through directing a sales organization, and who has discovered some bit of human truth which Aristotle bespoke much more clearly two thousand years ago. But Mr. B. M., with rotund and cheerful complacency, proceeds to electrify (?) an audience of well-read men with the recitation of what he supposes to be his own private preserve of knowledge.

What have pictures and music to do with the management of a chamber of commerce? asks the uninitiated. At first blush it might seem difficult to find a way of using Whistler's impressionistic art in the administration of a chamber of commerce, but it is easy to understand that a good cartoon might help. All of which is to say that the American public has gotten ac-

quainted with cartoons and responds to them; later it will respond to the more highly finished picture. Out of the aftermath of the World War is sure to come a picture that, like "The Spirit of '76," will epitomize the finest aspect of the democracy of the world.

Nor should the utility of music be forgotten in handling public gatherings. How many battles have been won by the inspiration of the band and the songs of the soldiers can only be guessed. Ask any speaker whether he likes to have his audience join in a song before he opens his address and he will tell you that a subtle change pervades the place; out of the harmony of sound comes an indescribable harmony of feeling that makes speaker and listeners an emotional unit. When a "practical" man decries music as an every-day necessity, ask him to imagine a church, or a school, or an army, or a political rally, or a funeral, or a wedding, or a dance without it. If men fight to the death better for music it is safe to assume that they live better for it.

Of these great arts of appeal—oratory,

literature, pictures and music—the commercial secretary can never know too much. Of course there is a chance that he may become pedantic or near-scholarly. He may make the moth-eaten blunder of supposing that the “Oration on the Crown” is still timely. It isn’t. No daily paper would publish it as news, but if Athens had possessed a daily when the speech was made it would have appeared as the story of the day, and would have opened with “Demosthenes brought to trial today his six-year-old dispute with Æschines over the golden crown that Ctesiphon proposed for him. The possible prosecution of Ctesiphon for breach of the constitution of the State will hang on the outcome.” The matter was timely enough to have commanded front-page space—then. So the first lesson to be learned from this masterly speech is that it had to do with timely things. It is the mastery of the rugged yet exquisite art of persuasion and its application to timely issues that mark the leader.

The secretary must be a student of his work. He must know something about an

astonishing variety of things. The talent to judge the possibilities of the public mind—to anticipate the distance that progressive community leadership may strike boldly ahead without losing its following—is one that may be cultivated highly. Of course one must possess the germ of the instinct, or whatever it may be called, in the undeveloped state, if it is to be brought to full strength later. Few men are without it. Business men seldom take time to cultivate this talent for measuring the community will to progress. The secretary must act as their teacher.

In studying his task the secretary must know that every thought in the world somehow has a reflex in his city. The World War, for instance, brought millions of young Americans into camps, the necessities of training pointed toward curbing prostitution in the camp cities, and the “curbing” was done so effectually as to stamp it out in scores of cities. What we had been told for ages “could not be done” was done in three months. Now that we have learned our strength, the Public Health

Service has set for itself the task of stamping out venereal disease. That, also, will be done. The secretary must be alive to these progressive movements that seem to come from the "top downwards," for they impinge upon his city at some point.

The secretary must study himself and adopt specific devices for his own improvement. Set for yourself the habit of doing one thing each day, superlatively well. All the preachments about efficiency simmer down to the habit of doing work well. An employer once told his stenographer to answer certain letters without dictation and to select one letter each day for a reply par excellence. An extra carbon copy of this especially good reply was made and filed with the "masterpieces" of preceding days. At the end of the year that stenographer had written three hundred letters that contained the best business composition he could produce. Unconsciously, the striving to produce *one* superlatively good letter each day reacted on all the rest of the work of the year. Every day had meant growth. But it is a mistake to try

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to make every letter every day a "best" one, because the human mind cannot operate at top speed all the time, any more than a runner can sprint all day. A promiscuous application of this little plan of "doing one thing superlatively well each day" would wreck it.

Read something each day that will stimulate you to higher thinking and finer living. Fifteen minutes of the right sort of reading, daily, will suffice. If you will live with the words of a great genius for fifteen minutes each day, you cannot slip back into the rut of the commonplace. Don't let routine tasks prevent the daily climb to the peaks of greatness in reading. You will soon learn to seize upon ordinary work as a means of self-improvement. Perhaps a man walks into your office in the most casual way. You suddenly perceive the opportunity to rouse his interest in some committee work. You determine to make the conversation with him a "persuasive event" that will rank with the "masterpieces" of the days before. You bring to bear upon the caller every art of speech, smile, emo-

tional appeal, fact and argument that can be yoked together. And when he leaves the office you will endeavor to handle yourself so that you may remember the occasion with pride tomorrow. Under such circumstances it really does not much matter whether you "sell" that individual man or not. It is the educational reaction upon yourself that you seek. That is the true survival value.

To sum up, a chamber of commerce secretary must be a "doer" instead of an interested onlooker or a "surveyor."

He must know something of practical politics.

He must cultivate courage and vision.

He must learn to speak and write with effect.

He must be able to persuade men.

He must be a student of his profession and himself.

He must adopt some simple plan of improving his conversation, appearance, voice and smile.

CHAPTER VIII

A FEW THINGS THE SECRETARY MUST KNOW

THE modern chamber of commerce secretary inherits the practices of all parliamentary bodies so far as the duties of officers, the conduct of elections, the appointments of committees, and the necessity for a constitution and by-laws are concerned. But a voluntary association in a rapidly broadening field of work, as the chamber of commerce is, must develop organization methods peculiar to itself.

The constitution and by-laws of a chamber of commerce should aim at the greatest possible degree of democracy within the organization. Because the chamber is a minority organization, it understands that it must persuade and lead instead of drive the public; it must appeal to the instinct of fair play and patriotic service instead of

adopting the spoils system so familiar to political parties; it must be willing to lose a fight rather than to abandon a principle; it must be willing to lose votes rather than to buy voters. With all these fundamentals in mind, it is clear that the "nominating committee" has no place in a modern chamber of commerce. The nomination of directors by mail-primary and the election by popular vote is the right way. The officers should be elected by the directors for one-year terms.

No list of standing committees should be put in the by-laws. No makers of by-laws can foresee the committees that the constantly expanding service of the chamber will need in years to come. Standing committees are taboo because they "stand" and seldom "move." Special committees, appointed because of the specific need, and made up of men having a vital interest in the particular task, are much more effective than the imposing-looking machinery of "departments," "standing committees" and "bureaus" that encumbered the old-time chamber.

The constitution of a modern chamber need contain nothing but the name of the organization and a broad statement of its general aims. The shorter and more inclusive this statement is the better.

The by-laws should set forth the number, titles and the terms of the officers and directors, and provide for their election. An attempt to describe duties other than "such as usually pertain to the office" usually ends in verbal absurdities that only a verbiage-loving attorney would father. Too much law is as bad as too little. The attorney can pass upon the articles of incorporation to make sure that individual responsibility for organization debts is eliminated and whether the declared purposes of the association are as broad as statute law will permit. These general questions of law are for the attorney to decide, but there are lawyers whose minds run to blind restrictions, instead of providing means of growth, and such legal advisers always prepare a set of by-laws that hobble and manacle the officers. When legal technicalities become repressive instead of promotive, it is time to

call a halt. There are two kinds of lawyers, as an eastern financier remarked of Elihu Root: "All the other attorneys are always telling me how it can't be done, while Root tells me how it can."

Amazing things happen to a good set of by-laws after they pass through the hands of a few negative-minded lawyers. A set of model by-laws, worked out laboriously for the Greater Dayton Association some years ago, were borrowed by new associations as a guide, and ambitious local attorneys added legal verbiage to them. After the by-laws had suffered the "improvements" of a procession of cities, they had grown into a mountain of "saids," "thereuntos," "hereinbefores" and "whereases," with an imposing-looking machinery of "departments" and "standing committees" and other delusions that practical experience had discarded long ago.

As a general rule, the shorter the by-laws the better the organization. Once in a while, as in Rochester, it was the pride of the secretary that he had succeeded in making a highly democratic association in fact,

while the by-laws remained autocratic in theory, but such experiments are not for beginners.

The most important document that is possessed by a chamber of commerce, however, is its Program of Work. If the organization knows where it is going, *it will go*. The wretched failures among chambers of commerce have been among those that had no policy but sheer opportunism. And the number of good business men who are incapable of that process of thinking called "generalization," but whose concept of organization management is to seize upon the momentary public sensation and jump from it to its successor is surprisingly large. No constructive public endeavor can be handled that way. The commercial secretary must have a Program of Work for his organization; a poor one is better than none.

The Program of Work should represent the best thought the membership is capable of taking, and it *must* come from the members. The thinking must be done by them—not by the secretary. So far as it is

humanly possible, see that the members have before themselves a measurably complete list of all the activities successfully undertaken by the best chambers of commerce in the nation, while they are doing their own thinking about *their* Program of Work. But the secretary must refrain from attempting, by indirect suggestion, to influence the members' choice. Give them the facts, as a jury is given the facts, and let them choose for themselves the activities their chamber is to undertake. Such a Program of Work will be truly the best thinking the community can do *at that time*. Later, when team-thinking and team-action have opened the spiritual eyes of the city to larger things, the Program can be "revised upwards."

As a practical means of getting a Program of Work built up, the members should be called together in small groups; say from five to fifteen or twenty at a time. Unless there is a chairman available who knows the ideals of a modern chamber, the secretary should preside at these group meetings. Put before each person two questions:

- (1) What do you expect the chamber to do for the promotion of your line of business or activity?
- (2) What do you, as a citizen, think is the thing of first importance to be done for the community as a whole?

In handling such a group meeting do everything possible to stimulate discussion. You will be surprised at the fine spirit men will show when they have a public means of showing it. The corner grocer may astonish you by getting to his feet and appealing for the remaking of the educational system of the city or other things just as far-reaching. When the discussion is over, require each person to write answers to the two questions on prepared blanks and sign them. Niagara Falls, N. Y., had many hundreds of replies of a high character. All the replies are classified, correlated and expressed in a Program of Work that should be published broadcast over the city at rather frequent intervals during the following year. The Program will be put in short paragraphs and be written like a campaign document, in order to afford a fire-alarm reply to the man

who eternally asks, "What's this here chamber of commerce for, anyway?"

You will be astonished at the unity of thought that appears in the replies to the two questions, rather than the divergence. If you have studied the mental processes of crowds you already know that the public can think of only one thing at a time. This is why the Program of Work deduced from the members of a chamber of commerce in a city of a hundred thousand population seldom contains more than fifteen planks.

The astute politician is keenly aware of the limitations of popular attention. That is why he is able to camouflage administrative incompetency or crookedness with an adroit play to cheap partisan prejudice. There were a host of local and national issues which were pushed out of the public mind by the War, and, although its immensity may seem to explain the phenomenon, it is not difficult to recall sensational murder cases that held the popular mind of New York City absolutely enthralled for a week or ten days. So the limits of crowd-attention—*i. e.*, the limits of the crowd ability

to attend to any line of thinking—make themselves apparent in the relatively few matters demanded in a chamber of commerce Program of Work.

When the members have been consulted in group meetings and the Program of Work is complete, the directors of the chamber of commerce will meet and determine in what order the various planks shall be attacked. It may not be possible to appoint committees at once for each part of each plank. There may be more work than funds with which to do it, so that an order of precedence must be established. This is the responsibility of the directors. When it is done the chamber of commerce has a definite aim for a considerable period. The administrative machinery can be built to that end. The secretary finds himself following a *policy* instead of drifting from one expedient to another.

By going back to the signed answers to the two group-meeting questions, it is easy to pick, for committee service, the men who have expressed interest in specific matters. That is the safe guide in choosing men for

service on committees. In the old days, before the idea of a Program of Work had found its way into chamber of commerce management, the plan of selecting committeemen bordered on the ridiculous. One or two enthusiasts were usually hooked up with as many pessimists and the chairmanship given to some "leading citizen" who cared not a whit for the whole matter. No wonder such "teams" never got anywhere. E. H. Doyle, of Detroit, characterized such committees as "things that spend a month doing what one man would accomplish in a forenoon." And such committees are sure to be made up unless the group-meeting plan and the signed "answers" are employed to point out the individuals who want specific improvements accomplished.

When a committee is made up of men possessed by a living interest in the task, is given enough money for necessary research and is provided with intelligent secretarial aid, it has the elements of success.

There are chambers of commerce still

in existence that have *no* Program of Work, but they are sorry commentaries on the progress that has been made in the science as well as the art of managing public organizations. For the handling of a chamber of commerce is more of an art than a science, and in common with other arts it has its principles that may be taught, though not with the exactness of a science. If, perchance, one of these chambers without a Program is making a measurable success, it is because some dominating personality is supplying the public with camouflaged autocratic direction.

The appointment of a committee is the beginning of action or — procrastination. The organization and management of the committees of a chamber of commerce are the vital factors in getting work done. Everything — or nearly so — must pass through some committee, and if the committees are slow, ineffective, or superficial their work is inconclusive and the chamber finds itself short in accomplishment. There are plenty of cases on record where *one* good committee has saved the life of a

chamber and the job of a secretary—so vital is committee work.

Call a committee together promptly after its appointment and before its members have time to cool. At the first session see that a typewritten step-by-step analysis of the committee's task is laid before each member. If it is appointed to bring about the improvement of a road leading from the city, its task will be laid out somewhat as follows:

- (1) When shall we invite the County Road Commissioners to meet with us?
- (2) Who is to prepare a statement of the cost of the improvement and the parties benefited?
- (3) Who is to be ready with the law of this case?
- (4) What evidence of public interest in the improved road should we have to impress the Commissioners?
- (5) Should this evidence of public interest take the form of a petition in writing or a "petition in boots"?
- (6) Is there a particular individual whose "say so" goes with the commissioners?
- (7) What is the next step?

You will notice that the "steps" are stated in the form of questions. That form

immediately suggests the necessity of a reply, and a reply begets action.

The "steps" should be placed on a blackboard in the room where the committee meets, if possible. The bane of committee meetings is desultory conversation. The next thing that ruins them is a fund of good stories and a confirmed story-teller. Such a committee meeting may be entertaining, but the next time it is called the members stay away. If the secretary allows a committee session to begin without a program he is inviting failure. If the program is not clearly stated in questions and literally forced under the eye of each member the secretary has no means of keeping the attention of the committee on the work it was called to do. The first danger in going into meetings without a program is that the secretary himself doesn't know just what the committee is called to do. He may think he has—in a cloudy sort of way he knows "what it is all about," but he has not thought the matter out to the point of clear statement. The second danger, of course, is that no member will come to the meeting

prepared by advance thinking, to propose a course of action. But, with the program in front of each member and on the black-board, it is difficult for John Smith to ramble from step number one to step number seven and interject a half-dozen good stories between. The chairman of the committee will silently bless the devices that enable him to keep the members to consecutive and logical consideration of their task.

Especially valuable is the question asked last, "What is the next step?" Good committee management demands that question at the conclusion of every meeting. Without it men are apt to leave a meeting with a sigh of finality and forget the sequence of events planned for the immediate future. When men know where they are going, they go. It is only when they are not sure of their path that they stand still.

In almost every case committees have to report their findings to the directors before the organization is committed to a course of action. In so far as possible, with important committees, it is desirable to have a director act as a member of the committee

so that its discussions and investigations may not be utterly divorced from the board that finally passes on them. The younger the chamber of commerce, the more necessary is this plan. When an organization has been in operation successfully for many years, the essence of team - thinking and team-work has been so widely learned that the presence of a director on committees is not required.

A committee report should be a thoroughly human document written in an interesting way. Just as there is the style of the essayist or historian or novelist, so there will be some day a style of composition evolved with special regard to reports of committees and public bodies. The opportunity awaits the man. Since the days when congressional committees began making dry-as-dust reports which had to be dry because they must necessarily contain all the testimony given the committee, the secretaries of chambers of commerce, civic clubs, historical and scientific societies and literary associations have continued to grind out unnumbered volumes of perfected dullness.

It must not be supposed that the last few years have been entirely barren of improvement in the style of report-writing by commercial secretaries. Here and there appear documents that give evidence of a new era. The tone and spirit are better than before.

It is safe to say that a committee that has *lived* its task will not make a dry report and, conversely, it is possible to diagnose the lack of interest when the atmosphere of the report is depressing. Like the prophet whose days were long but with no joy in them, so a committee drags its weary service to a stupid close and a dull report.

There are three sorts of committee reports:

- (1) Internal
- (2) Informative
- (3) Propagandist

This classification is based upon the purpose of the report. Internal reports deal with matters inside the organization that do not concern the public except indirectly. Informative reports are collections of data that may be used as a guide to subsequent

committee or organization action. Propagandist reports are intended to mold public opinion into new forms and must always be excellent campaign documents.

When you write a committee report, remember that it is a chance to tell the story of patriotic service in such a way that the members will carry the elation of accomplishment into the intimate circles of their friends. As a general rule the shaping of an internal or informative committee report should be governed by its effect on the members of the committee. Having tasted public success once, men grow to enjoy it. Their report is their voice and it ought to be worthy of them. It should not indulge in effusive personal gratulations;—that is not worthy of men who delight in serving the public and it cheapens the effort. On the other hand, do not hesitate to tell who did the work and why it is well done. A decent regard for the truth of the case and a vigorous portrayal of it is a fair recipe for a committee report. There is no stereotyped method that can be followed blindly.

There is one class of committee reports

that should be written with an eye solely to the effect on the public, propaganda reports. A committee set at the task of campaigning for a new city charter must shape its various expressions to appeal to the voters. Here again the art of persuasion comes into play as in all the things a chamber of commerce does. Aristotle said the drama must have "a beginning, a middle and an end." So must a report. Forget the chronological order. No one has ever written a chronology that was a popular document. Do not fail to make the motive underlying the committee task perfectly clear. If the committee has worked hard and has few tangible results to show for it, say so, but inspire the reader with a story of the ideals and the spirit back of the effort.

The annual report of the chamber is subject to the same rules of composition as a committee report. In fact, it is a report of the committee of the whole. Usually it is a deadly collection of reports by committees and officers published in a forbidding volume that is never read *through* by any one except the proof-reader. Within the past

ten years there has come into use a unique form of annual report that possesses so many points of excellence it is bound to become universal. The Program of Work is printed in one column and the efforts and accomplishments printed in a parallel column, with the names of the committees in a third column. All that the form lacks is an initial page that will keep the ideals of the organization to the fore. Make the recitation of facts as brief and pungent as possible—emphasize the spiritual values instead of the material ones, and remember that everything which is a part of life will affect men.

The chamber of commerce is always under criticism by people who do not understand it. If its committee and annual reports do not meet such criticism intelligently, it is not to be supposed that the critics will hunt up replies to their own questions. A mere statement of material results is a poor way to educate a "kicker" to a realization of the underlying philosophy of a great community movement for better things. He has to be told that his own neighbors are citizens who are willing to give time, thought and

money to efforts for the public good *because men* ought to be *citizens* in the fine sense of that good old word. The story of the patriotic service of a soldier is not told by tabulating the number of the enemy he killed or the miles he marched. It is the splendid spirit with which he left home and faced the foe that makes men's blood leap to meet it. Why attempt to tell of the service of chamber of commerce members wholly in terms of material accomplishments?

As a part of the general policy of winning public respect the chamber of commerce should house itself in good quarters and should equip its offices with as good furniture as the city affords. There is the same reason for doing this as for building a fine city hall. Cheap furniture, dirty quarters and a general air of decadence is the road to organization failure. The Y. M. C. A. movement would never have arrived at its high place in the public mind without the imposing buildings that were erected in many cities. A chamber of commerce should undertake to erect a community building as soon as practicable, which will

house neighborhood associations, smaller civic clubs and other organized endeavors of minor groups that have the betterment of the city at heart. But throughout the whole project the aim is the centralization of public effort instead of its diffusion; and the use of every righteous means of winning public confidence.

CHAPTER IX

THE SECRETARY IN RELATION TO THE COMMUNITY

THE commercial secretary who succeeds is a personage in his city. He ought to live up to the expectation of the public and to do that will require every resource of body and mind that he possesses. The writer, while a chamber of commerce secretary, has found it necessary to spend four evenings a week for years on end speaking, attending gatherings where public matters were to be considered, and getting acquainted with the men of the city. One hundred public speeches in a year, outside of office hours, is no more than other men have done—the new secretary must expect to equal the record of others. Three hundred “parish calls” by the secretary on as many members of the chamber at their places of business during the forenoons of business days, in addition to the one hun-

dred public speeches in the evenings of the same year, is not impossible. But to accomplish so much work, on top of the mass of office detail that arises from a proper supervision of committees and the ever-present task of answering correspondence, means long hours and complete concentration. Sometimes a secretary finds himself in a difficult situation because of the demands on his time; and the temptation is strong to do a larger quantity of work and poorer quality. It is then that the test of judgment comes, for the secretary should not hesitate to go before his directors and require the authorization of more help. Though his directors may *say* they are willing for him to "let down," each one of them will want him to "let down" on some matter that is of interest to the other fellow, but keep full steam ahead on those things that interest him. The secretary cannot afford to do slipshod work under any circumstances. On one occasion the writer was faced with the necessity of speaking eighteen times within two weeks, to essentially the same audience. Not even the stories or the illustrative ma-

terial could be used a second time. The only way to save one's self in such a predicament is to have access to a good library and time to use it.

In the midst of endless demands on his time the secretary must exercise some judgment in excluding from his day's work those men and those measures that are not worth while.

First: the intelligent part of the community, in the end, is the one that "does things." The Bolsheviki betrays the public in America just as it did in Russia. Waste no time on "revolutionaries"—they get nowhere in America, nor is revolution necessary in a nation where men have the greatest freedom to evolve. Evolution, and not revolution, must continue to be the means of larger liberties. Nor can revolutions occur except when the propertied classes or the political Brahmins become utterly stupid and reactionary.

Second: beware of that school of charity workers who think all business men are cruel, dishonest and mean. Business men are nothing of the sort. Business and pro-

professional men, as classes, are always reaching upwards, always aspiring after the higher truth. The percentage of business men who are without motivating interest in the public weal is as small as among any other class—professional uplifters included. There are fine-spirited men in the business life of every city who are ready to respond to the call of service regardless of cost. From the time of Robert Owen to the present, the standards of human values have been evolved by the much-despised business man more than by professional social workers. Among the chambers of commerce organized by the American City Bureau are thousands of business men who, on the road to Damascus, heard the call to serve.

Third: the secretary must know that the chamber of commerce is the greatest laboratory in the world, where the technique of social appeal may be tried daily and where, assured of the innate decency of mankind, experiments in community betterment may have a fair test.

Fourth: the chamber of commerce spirit and technique are of slow growth. Little can

be done in one year to convince a critical public of its utility. Therefore the Program of Work and the funds with which to work should be pledged for three years. It is the *growth of team-thinking* that determines the real value of the organization. In a little Vermont town of about 3,000 people there had come into being a score of cliques, each separated from the others by some prejudice of political, business or social origin. Finally there was organized a chamber of commerce, and men sought and found the greatest common divisor of their various interests. After they had worked together for a spell, a big fire started one afternoon in the plant of a lumber mill and, to the astonishment of one another, the whole town turned out to fight the fire and sympathize with the sufferers. Then some one remarked that such good feeling would have been impossible before they had learned to work and think and "feel" together in their little commercial association.

How much should a commercial secretary undertake in the matter of joining fraternal and social clubs? It is a question that must

be answered in a qualified way. So far as such relationships enable him to serve the community better, he should try to cultivate them. So far as he is temperamentally fitted to make friends for the chamber by mixing with men, he should use the Divine gift—but not to the neglect of his administrative work. Living publicly and for the public is a fine art that cannot be bound to minute rules.

Strive for a cordial relationship with the newspapers. As a rule the papers will support what the chamber of commerce advocates. The secretary, on his part, owes it to the papers not to commit the organization on a matter of controversial public policy until the issue has been submitted to the entire membership by mail referendum. Not even the board of directors has the moral right to arrogate the authority to bind the chamber in favor of a street railway franchise without a referendum. Many a chamber has gone to pieces on such a rock.

In some cities the secretary will have to contend with a yellow newspaper. This demands wariness and generalship because

such a paper does not want the truth—it lives off the opposite. Always maintain an attitude of inviting the yellow journal to cooperate in movements for the public good; never slam the door in its face. Its long suit is playing the martyr. This policy may require an almost superhuman toleration at times, but it is the only strategy that can win over an unprincipled adversary.

Good newspapers, on the other hand, are almost priceless to the chamber. They can be depended upon to study the problem of publicity with the secretary and help him over many a difficulty. In smaller cities the secretary will find it desirable to write his own news stories from day to day and give them to the reporter ready for print. Of course this means extra work, but the daily papers in small cities have to work with limited staffs and cannot give the deft treatment to particular lines of news that the chamber of commerce needs for itself.

Seek out a few men in the city for close friendships. Tie them to you with bonds stronger than steel. Friendship is a mutual concern and a man gets just as much as he

gives. The commercial secretary can pick his intimate friends from the finest and strongest men in the city. No other professional man has such a possibility of choice of associates; certainly the preacher and the doctor do not. A half-dozen genuine friends will furnish a commercial secretary with the knowledge of what other men think, which he must have to succeed. But the friends should be of the kind that are not afraid to offer constructive criticism. The flatterer and the fawner are always dangerous.

It is impossible to make a word picture of the potentialities of this new profession of the commercial secretary. It touches every element of community life. Under its direction housing ceases to be a subject of academic discussion among uplifters and becomes a living issue affecting the output of factories through contented workmen; a stimulant to retail trade through the cultivation of tastes for better things; a factor in education and the support of the church through making life worth living to more people. City government becomes a human thing, as in Dayton where the Welfare De-

partment is accepting for immediate application social, charitable or recreational endeavors that private trial proves worthy. Education begins to claim the attention of the parents, instead of merely frightening the children. Recreation takes its place in re-creating men after the toil of the day. The sectarian churches gradually are brought to seek brotherhood instead of antagonisms.

It is with such possibilities and such forces the commercial secretary lives. The World War enormously increased the responsibilities for right community response to patriotic needs. The Red Cross, the War Chests, the Liberty Loans, were all materially aided by local chambers of commerce and in some cases saved from disaster. The secretary who could *see* what opportunities were opening before his organization immediately found himself in a field of service that had no boundaries.

World peace will cause no shrinkage of the importance of the chamber of commerce to its home city in the generation to come; its importance is more likely to be increased

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if the organization has the imagination to perceive community needs that peace will bring.

The future of this newest profession rests with the men who are in it. The salaries will be as high as men can measure up to. Cities have shown a willingness to overpay rather than underpay for leadership when the leader could be found. But the commercial secretary in 1930 must be a man of unusual ability, splendid imagination, boundless energy, and able to grow with the expansion of his work.

THE END